

FAA Correspondence Manual:

Writing That Works



DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION

FOREWORD

Purpose

This manual provides basic correspondence writing and format quality standards for the Federal Aviation Administration (FAA).

Correspondence Goals

FAA wants to provide timely, responsive, and high-quality correspondence at a reasonable cost. Correspondence should be clear, concise, and positive in tone. Avoid sending long letters or memorandums. Include necessary explanatory detail as an enclosure to a letter or as an attachment to a memorandum.

It is an FAA goal to provide prompt, complete, and factual information to Members of Congress, congressional committees, and their staff members. Give the highest priority to congressional inquiries and requests. Write concise, objective, and courteous replies.

Style Standard

Follow the Government Printing Office (GPO) Style Manual, which is available from the GPO, when this manual does not answer specific questions. Appendix B provides additional references that you can use for information on writing and style issues.

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Part I—Writing

This part of the manual will help you write better letters. It focuses on how to write an effective letter—a letter that produces the outcome you want, is clear to your reader, and fulfills your reader's needs.

Chapter 1—Introduction

This part of the manual covers eight main topics:

- Planning Your Letter
- Organizing Your Letter
- Writing E-mails
- Writing Clearly – Plain Language Principles
- Appearance of Your Letter
- Tone
- Writing Letters with Sensitive Content
- Proofreading

We have also created a Sample Library of sample letters for you to use. This library will continue to grow over time. If you have a type of letter you think should appear in the library of sample letters, contact FAA's Executive Secretariat, AOA-3.

Appendix A contains a list of terms you should try to avoid and suggested clear alternative terms. Appendix B contains a list of resources you might find helpful in writing clear, correct letters. Appendix C discusses methods you can use to make sure your letter is effective, in cases where you will be sending the same letter to many recipients.

Chapter 2—Planning Your Letter

Think About Logistics

Identify the context so you can decide what information to include.

- What date was the document assigned?
- Who will review it?
- What is the deadline?
- Who is the recipient? What will he or she do with it?
- Who can you talk to if you have any questions about or problems with the assignment?
- Should you give all the details in the letter or memorandum or should you use an attachment?
- Who will sign the letter?

Consider What the Reader Wants

Understand who your reader is, and his or her knowledge and technical expertise in the topic they've written about. When you're writing a letter a Member of Congress might send to a constituent, make sure the constituent can easily understand your response.

Study the incoming letter. If the reader has asked several questions, answer them all. Sometimes the reader has implied and direct questions. Based on your knowledge of your programs, there may be information the reader should know, but didn't ask about. You may want to provide this as well. For example, a letter asks how many inspections we conduct on an airplane before we allow it to carry commercial passengers. An implied question may be what safety measures (apart from inspections) are in place to safeguard commercial airplanes? You may need to ask other staff to help with content. If so, start this right away so your coordination doesn't delay the response.

After you have written the letter, ask yourself, "If I were the recipient of this letter, would I be satisfied with the response?"

Know Requirements for Special Categories of Letters

Certain types of letters, such as those to Members of Congress or for the Secretary's signature, have special requirements. Make sure you know what they are by reviewing Chapters 12 and 14 or ask the FAA Executive Secretariat for advice.

Respond Promptly

If you are assigned to answer an incoming letter, whether it's from a Member of Congress, an interest group, a private citizen, or any other FAA customer, make it your responsibility to get the sender a prompt answer. There are many factors that might stall a draft letter making its way through the FAA approval process. You should follow the progress of your draft and try to overcome any problems. Don't just hand it off to the next person and forget it.

a. Prepare an interim. If you know in advance your response will take longer than the assigned due date, you should send an interim explaining why your response will take so long and giving the sender an estimated time when you will provide a full answer.

b. Apologize for delays. If you can't get the sender a response before the assigned due date, you should express your regrets for not answering promptly. If there is some good reason the process took so long, you can tell the sender, but don't just offer something as an excuse for the delay.

Chapter 3—Organizing Your Letter

Open Strongly

The first paragraph of your letter is the most important paragraph; it's the lead for the rest of your message. Your first job in any letter is to engage your reader. So plunge straight into your message and don't waste your reader's time. Avoid repeating information the sender already knows. Try to avoid standard phrases such as, "Thank you for your letter of January 14, 1979 in which you expressed your concerns about how long it takes the FAA to respond to a letter."

Be direct and phrase your words positively so your reader has a good impression from the beginning. Decide what is the most important information and think about the Five-Ws—who, what, when, where, and why—in crafting your opening paragraph.

Your opening paragraph:

- Puts your letter into the context of earlier related correspondence, if necessary;
- Sets the tone of your letter;
- Gives the reader an overview of your letter; and
- Gives the reader the bottom line.

These are not necessarily separate parts of your first paragraph; often, they are combined. For example, your theme sentence may give both an overview and related bottom line. It depends on the specifics of the letter.

a. Putting your letter in context. How much detail you give your reader about any earlier correspondence depends on who the reader is. When you are writing to someone who has written to FAA only once in the recent past, you should get right into the subject of the letter. Don't weigh down the front of your letter with boring repetition of information your reader already knows. Starting with a reference to the incoming letter or other communication is weak and often wastes your reader's time. Most readers skip it, so why write it? Answer the most important question or give the most relevant information in your first sentence.

Example:

Original: We are responding to your letter dated September 26, 1999 in which you seek confirmation of the Time Management course dates.

Redraft: We will hold the Time Management course on March 15 and April 20.

Or: The Time Management course dates are now March 15 and April 20.

Original: I refer to your letter regarding the requirement to send details about your prior training before September 1, so we can assess your qualifications within our two-week turnaround time.

Redraft: *We need information before September 1 about your training so we can assess your qualifications within two weeks.*

You may need to give more information about the incoming letter to writers who correspond with us frequently, such as a Member of Congress. If the person has written multiple letters to you, you need to clarify which letter you are responding to. Traditionally, we've used a standard formula to do this – *Thank you for your letter of (date) about (subject)*. Don't be stuck on this stale formula. If you have to refer to previous correspondence, you can use a simple plain language sentence, such as "Thank you for your January 22 letter." Don't summarize the entire incoming letter. And better yet, work the critical information the sender wrote about into the body of your response.

Example:

We're happy to tell you that in response to your January 14, 2003 letter, we have streamlined our correspondence procedures. This letter describes the changes we have made and asks you for further suggestions.

We appreciate the information you sent us on July 23 about the impact the recent California earthquake may have had on aircraft parked at Burbank Airport. Our inspectors have checked all aircraft present during this event and have found they are all safe to fly.

Thanks for letting us know about the meeting in Boise, Idaho. In response to your September 20 letter, we plan to send several staff members to the meeting to explain our new inspection procedures.

An alternative method of putting your letter in context for a frequent correspondent is to use a subject line just before the salutation. This makes it easier for you to start the text of your letter with important information, rather than wasting space repeating information about when the person wrote you the letter and what it was about.

Example:

Subject: Your letter of March 16 concerning our approval of an Airport Development Grant for Boise Airport.

Subject: Comments on your November 18 meeting with my staff in the St. Louis Field Office.

b. Setting the tone. As the opening paragraph sets the tone for your letter, try to avoid using tired phrases that are wordy, give little information, and create a formal and impersonal tone. Your reader should know from the first sentence that you want to be helpful. The best way to do this is to tell the correspondent in the first paragraph what you have done – give the bottom line.

You may want to thank the correspondent for his or her letter. But don't always say *thank you for your letter*. It may be more suitable to say something such as *we appreciate the information* or *we're glad you found our program useful*. Don't use the same stock phrase every time – think about it, and say what's most fitting.

Example:

Thank you for explaining the difficulty in sending your 1999 repair record to...

I was glad to hear that our Atlanta Field Office gave you great service.

I appreciate the information you sent me about . . .

Treat bad news letters the same way. It's especially important in these letters not to appear impersonal and bureaucratic. For example, don't say "*We regret to inform you. . .*" You'd never say that to someone in person. Here's a better example:

Example:

We're sorry to tell you that we can't approve a fixed relocation payment as part of your transfer to the Potomac Terminal Radar Approach Control facility. This letter explains the basis for our decision and what you should do if you disagree.

Read more in Chapter 7 (Tone) and 8 (Letters with Sensitive Content)

c. Creating an overview sentence. Particularly in long letters, you can help your reader by writing an overview sentence that clearly identifies the main points. This sentence describes the structure of the rest of the letter. The body of the letter should then discuss the points in the same order as in your overview sentence. You should use headings in long or complex letters. Use the points in your overview sentence as your headings.

You can often decide what the main points are by analyzing the incoming letter carefully. Usually your correspondent will have a series of issues. These are the natural points for your own letter, since you want to make sure you respond to all of them in an organized way. The body of your letter should cover the points in the same order that you list them in your first paragraph.

Example:

I enjoyed our visit in November. I received your follow-up letter about several issues we discussed. This letter explains where we are on Flight and Duty Time Regulations, identification requirements for pilots, collision avoidance, and cockpit doors.

This letter responds to your concerns about the interpretive rule the Administrator signed on March 26, 1999. The rule addresses the respective responsibilities of pilots and air traffic control specialists to clear verbal communications over radio. This letter also explains the history of the issue and recent events leading up to our issuing the interpretive rule.

We invite you to send us a proposal to supply professional and technical assistance services to the Office of Information Technology. This letter explains how to prepare and send a proposal, how we will evaluate proposals, and how to get more information.

d. Relating the bottom line. Most readers want to find out the bottom line right away. Don't make the reader wade through several paragraphs of detail to find it. Give the bottom line in the first paragraph. The rest of the letter then provides the details, explaining how you got there. You can often include the bottom line in your first sentence. If you have to provide other information first, as you might in a letter to a Member of Congress, make sure you cover the bottom line somewhere in the first paragraph.

Example:

You wrote on January 16 about the Federal Aviation Administration's (FAA) regulations governing carrying animals on board a commercial airplane. Our proposed regulations deal only with household pets, not animals in general. The FAA does not intend to discourage air carriers from transporting animals.

You wrote on October 28, 2002 about Mr. Robert Park's concerns about a change in the Federal Aviation Administration's (FAA) policy on the field approval process. Mr. Park was concerned about how this affects approval of changes to his supplemental type certificate. We appreciate your bringing this to our attention. Our Wichita office has worked with Mr. Park, and we believe we have solved his problem.

Although the Federal Aviation Administration (FAA) has authority over most aircraft safety matters, the Environmental Protection Agency, and the Food and Drug Administration (FDA) share responsibility for drinking water standards on aircraft. The relevant FDA regulations are at 21 CFR Part 1250. We do not believe it is proper to task the issue of drinking water to our Regulatory Advisory Committee.

The Body—Getting the Facts Across

The body of the letter clearly explains or discusses the points that you present in the opening paragraph and in the same order. It should contain relevant information, be presented in a readable format, and reply fully to the incoming letter.

a. Explain relevant information points. In the body of the letter, expand on the main points given in the opening paragraph. Focus individually on each topic or point and matching questions. Gather all the information (for example; facts, figures, dates, advice, and reasons) that addresses the question before you begin to write.

Each paragraph of the body should address only one point or topic, and each sentence should present something specific about the point or topic.

One excellent technique you can use to make sure you include only clear, relevant information is the "so what?" technique. After each sentence, ask yourself, "So what?" This method sorts out the irrelevant facts, unnecessary details, or generalized statements.

Example:

*Original: The FAA understands and is sensitive to the business aspects that you are concerned with. **So what?** The FAA has not suspended any*

portion of the regulations concerning field approvals. ***So what?*** The FAA has a foremost responsibility to the flying public to promote safety. ***So what?*** The FAA supports this, in part, by providing internal guidance to FAA aviation safety inspectors (ASI) through one of its handbooks, FAA Order 8300.10. ***So what?*** The order is designed to provide “essential overall instructions, guidance, and requirements for operations, maintenance, and manufacturing field personnel to accomplish their job functions.” ***So what?*** This guidance includes policy of the performance of field approvals by Flight Standards Service ASIs. ***So what?*** Recently, the FAA updated this guidance incorporating comments from both the FAA and industry. ***So what?*** Field approvals are still available to aircraft operators, and the FAA has no intentions of suspending these approvals. ***So what?*** The FAA appreciates how vital these approvals are and looks forward to continuing our support of the Alaskan flying community. ***So what?***

Redraft: *The FAA has not suspended any portion of the regulations about field approvals. (moved to the opening paragraph to be the “bottom line” sentence)*

FAA Order 8300.10, the Airworthiness Inspector’s Handbook, provides “essential overall instructions, guidance, and requirements for operations, maintenance, and manufacturing field personnel to accomplish their job functions.” It includes policy on how FAA’s aviation safety inspectors carry out field approvals. Recently, we updated this guidance incorporating comments from both the FAA and industry. Field approvals are still available to aircraft operators, and the FAA does not intend to suspend these approvals.

b. Present information in a readable format. Present the information in a format that will help the reader follow your message. Techniques you can use include:

- (1) *using a short cover letter with an attachment or enclosure to present long or technical information. Use this method for most letters containing technical material;*
- (2) *using an example to clarify points;*

The change in policy, while more restrictive in some areas, is more permissive in others. For example, it allows using designated engineer representatives’ approvals without review by FAA aviation safety inspectors.

- (3) *using headings to break up the body into logical, understandable pieces. You should use headings in long or complex letters. Use the points in your opening sentence as your headings;*

(4) *using a question and answer format. This format is reader friendly and good for letters providing instructions; and*

(5) *using lists and tables to highlight complex, important information that is not easy to put in text format. You can use bulleted lists in your letters.*

Example 1. We have met with staff from the General Accounting Office, and they gave us their report, “Aviation Safety: Better Guidance and Training Needed on Providing Files on Pilots’ Background Information,” GAO-02-722, August 2002. Based on the report, we are taking the following steps.

- *By January 2004, we will update the advisory circular to clarify what records air carriers should request.*
- *By February 2004, we will update the aviation safety inspectors’ handbook with inspection guidance and incorporate training for our inspectors by May 2004.*
- *By March 2004, we will update our Web site to clarify pilots’ rights.*

Example 2. This letter acknowledges the recommendation packages we received covering tasks we assigned to the Aviation Rulemaking Advisory Committee.

Date of Letter	Description of Recommendation	Working Group Name
4/29/05	Fast track report proposing new advisory material on a way to set up a fireproof material structural rating.	Loads & Dynamics Harmonization Working Group (HWG)
9/17/05	Final report and proposed rulemaking and advisory material addressing continued safe flight and landing following failures or jamming in flight control system and surfaces. (§ 25.671)	Flight Control HWG
9/17/05	Proposed advisory material for addressing compliance methods for aircraft design requirements for (1) survivability of systems and least-risk bomb location for all new passenger aircraft; (2) cargo compartment fire suppression systems and suppressing agents designed to consider a sudden and extensive fire; and (3) minimizing entry into the flight crew compartment of smoke, fumes, and noxious vapors generated by a fire.	Design for Security HWG

c. Reply fully. To ensure you give a full reply, consider the following two important points.

(1) Include all the right information. Make sure you cover every relevant point and answer all the reader’s questions. The secret to giving a full reply is to put yourself in the reader’s shoes and ask:

- Do I have the right information?
- Do I need to include anything else?
- Will the reader need to write to me again?

The last question is especially important. It will help you avoid having to write another letter because the reader found your first letter unclear or incomplete.

(2) Explain difficult information or technical terms. Always write concisely and to the point, but take the time to explain difficult points or technical terms.

- Don't assume the reader knows the information just because you do.
- Translate technical or specialist terms and spell out abbreviations.
- Explain difficult information step-by-step.
- Don't say too little. A reader shouldn't have any questions when he or she has finished reading the letter.
- Don't overload the reader with unnecessary facts.
- Use Example to explain points and show relevance to the reader.
- Don't expect the reader to pull important information out of a pamphlet or brochure you enclose. Use the letter to point out the relevant information.

Close Strongly

The closing paragraph is almost as important as the opening paragraph, since it can have a great impact on the impression you leave with your reader. Avoid weak endings.

Certain types of letters may require specific closings. Congressional letters are the most common example. In a congressional letter, it's standard to tell the recipient where to get more information, which depends on who is signing the letter. See Chapter 4 in Part II of this manual.

Your closing paragraph should bring your letter to a polite, businesslike close. Don't use typical final paragraphs in letters that invite readers to write again or overused and meaningless phrases that detract from the impact of the letter.

Example:

Again, I apologize for the delay in replying, and I trust this has clarified the points you raised. However, if you want to discuss any points I haven't clarified or need any more information, please contact me directly.

I look forward to hearing from you. If you have any questions, please don't hesitate to contact me.

I'm sorry that I can't be of more help in this matter. If you have any more questions, please don't hesitate to contact me.

Your last paragraph should do something. In a longer letter, it can summarize the essential points or repeat the key message. If some action should follow the letter, explain what you want the reader to do or what we will do next.

Example:

The industry focus group agreed the implementation plan has merit and supports the timeline. We will return to Alaska to host a series of seminars to share the plan and to brief industry and FAA staff on how we will implement the new guidance.

We appreciate the information on small operators you sent. We will consider it and other information about small operators in Alaska in preparing a final rule.

I know there is still wide interest in the airport authority continuing its noise and access restriction study under 14 Code of Federal Regulations, part 161. The FAA is committed to continuing to work with you as you complete this project.

Avoid weak and overused phrases in your closing paragraph; it should not be some general statement you could paste on the end of any letter. Rather, it should reflect the specific subject of the letter.

Example:

Original: If you have any other questions or need more information, please do not hesitate to contact me.

Redraft: Our area office staff will be happy to visit you and discuss your application.

Original: I look forward to receiving the information from you.

Redraft: Please ask your director to sign the leave forms today and send them back to me.

If you have nothing to say other than the reader can contact you, use a simple, conversational closing.

Example:

If you need more information, please let me know.

If you have any questions, please contact me.

If I can offer more help, please call me at (202) 123-4567.

Chapter 4—Writing E-mails

When to Write an E-mail

E-mail is an easy, rapid form of communication. If you receive an e-mail from a customer, in most cases, you may write an e-mail in response. Customers using e-mail generally want a rapid response and responding with an e-mail is the best way to get it to them. If you have any question about the accuracy of your e-mail, you should check with someone else who can help you.

Do **not** use e-mail to:

- commit the government to some new expenditure or new action;
- establish policy;
- write about any topic involved in a legal challenge;
- convey personnel information; or
- convey enforcement actions.

Writing Effective E-mails

The business e-mail you send should be efficient, clear, and effective. You can do this by applying many of the writing principles and practices you use for letters to e-mail. When sending e-mail messages, you need to include the subject, greeting, message, and signature. Here are some guidelines for preparing e-mails.

a. Have a meaningful subject line. The subject is what the reader sees with your name or e-mail address on the list of received messages. The reader will decide whether to read your message based on your subject line. Write a brief, meaningful subject line that sums up the content of your e-mail message and draws the reader's attention. For example, a message with "Meeting" as the subject line is not as clear as "Schedule of Safety Committee Meeting."

Some writers do not include a subject line and readers may ignore such messages. Other writers include "important" or "urgent" in the subject line, but if readers find the message is not important or urgent, they may disregard other messages from that writer.

b. Include a greeting. If appropriate, include a greeting such as "Dear Professor Higgins" or "Dear Mrs. Clark."

c. Construct the body of the message carefully. There are five important principles in writing e-mail messages: be correct, clear, concise, complete, and courteous.

- (1) **Correct.** The message must be correct in both content and form. Proofread e-mail messages just as you would any letter. Check grammar, spelling, and punctuation. Doublecheck any numbers or dates. Errors can cause miscommunication.

- (2) Clear. Put the important information at the beginning and then explain whatever added details are necessary. Use an attachment if writing more than five or six paragraphs, but use attachments sparingly. Attachments take time to download and take up space on your reader's computer. Some e-mail providers restrict the size of messages a user can receive. Not everyone has an e-mail program that can open the attachment you may send. Before you send an attachment, make sure the reader can open the file you are sending.

Sometimes you may want to use a table or chart to clarify complex information. But be careful, some e-mail systems may not keep your formatting when they receive your message. Consider using vertical lists to present multiple items, a series of requirements, or the steps in a process. They are easier to read than running text. They make e-mail messages appear less dense and make it easier to spot main ideas.

- (3) Concise. Each paragraph has one main idea, and it should be at the beginning of the paragraph. The most important paragraph should be the first one in the message. Avoid redundant or wordy phrases. See the section on simpler words and phrases (list the section number). Limit the number of paragraphs in the body of the message and leave a blank line between paragraphs.
- (4) Complete. Each message must include all necessary information to cover and explain the topic. Missing information may cause misunderstanding or incomprehension—and more correspondence.
- (5) Courteous. Though e-mail is less formal than letters, it's important to be courteous. Show respect for your reader. Don't say anything critical that you wouldn't be willing to say face-to-face. Respect confidentiality. Don't forward or use someone else's e-mail without permission or credit.

d. Sign all e-mail messages. Include at least your name. Some people include more information such as address and telephone and fax numbers. You should not make your signature more than four or five lines.

Chapter 5—Writing Clearly—Plain Language Principles

Writing clearly, in plain language, is important in creating an effective letter. In addition to the guidance given here, you should consult FAA’s [Order on Writing Standards](#) (FAA 1000.36), and FAA’s [Plain Language Manual](#). Both are on the FAA’s plain language Web site, http://employees.faa.gov/worktools/plain_language/. You can get more advice from the interagency plain language page, www.plainlanguage.gov. The principles discussed in this section are especially important in letter writing.

Use Active Voice

Active voice makes it clear who is responsible for what. For example, the sentence *Organize your document carefully* makes it clear that you, the person reading this manual, must do something.

How do you identify passive sentences? Passive sentences have two basic features, although both do not appear in every passive sentence.

A past participle (generally a verb with “ed” on the end)
A form of the verb “to be,” such as “is,” “are,” or “was.”

Additionally, it is difficult to find who is doing the action in a passive sentence. The clearest construction for a sentence is actor (subject), action (verb), and what is acted upon (object). Passive sentences often take the form acted upon, action, and actor—and in many cases, the actor is missing.

Example:

An analysis was conducted by the study group. (acted upon, action, actor)

A report was released on June 22. (acted upon, action, actor missing)

The work of the committee was completed on time. (acted upon, actor, action)

You could make these three sentences active in the following ways. All of these sentences are constructed with actor, action, and acted upon.

Example:

The study group conducted an analysis.

The study group released a report on June 22.

The committee completed its work on time.

Don’t be too Wordy

Excess or complex words make your writing weak. Look at FAA’s Plain Language Manual for more guidance. Here are a few Example of excess words often seen in our writing and plainer options you should consider. You can find a longer list in Appendix A.

Example:

accordingly	so
addressees	you
at the present time	now
commence	begin, start
for the purpose of	to, for
in accordance with	under
on a monthly basis	monthly
pertaining to	of, about
such that	so
should it appear that	if
with regard to	about

One common problem is overuse of the terms “*There is*” or “*There are.*” Don’t say “*There are several factors we must consider,*” say “*We must consider several factors.*”

Use Pronouns

One person at a time reads your letter. Research shows that readers relate better to documents that talk to them and pronouns do that. It’s especially important to use pronouns when you want people to do something because pronouns help them understand they have a responsibility. Refer to the reader as “you” and make sure your reader understands to whom a pronoun refers, especially if you are addressing more than one audience. One way to do this is to define the pronoun early in the letter and then redefine it occasionally throughout long letters. For example, you might say, *Since you are the certificate holder, you should ...* Since we write these letters, you may also use “we” to refer to FAA. In general, if you write out “FAA” and the name of the person to whom “you” refers (certificate holder, pilot, and so on) at the beginning, and then use pronouns in the rest of the letter, your meaning will be clear to your readers. Most of the final letters in the Sample Library use pronouns.

If a pronoun could refer to more than one person or object in a sentence, repeat the name of the person or object or rewrite the sentence.

Don’t say, “*After the Administrator appoints an Assistant Administrator, he or she must...*”

Say, “*After the Administrator appoints an Assistant Administrator, the Assistant Administrator must...*”

Avoid Hidden Verbs

Hidden verbs are verbs used as nouns. They add length and weaken sentences. The simple present tense is the strongest way to write a verb.

Here are some examples of hidden verbs. Each is followed by an example of how to make the sentence clearer and stronger:

Example:

*The inspector will carry out a review of the company's programs.
The inspector will review the company's programs.*

*FAA conducted an analysis of the program.
FAA analyzed the program.*

*To determine part life, make a calculation of the . . .
To determine part life, calculate the . . .*

*We made a determination that . . .
We determined that . . .*

Place Words Carefully

Reduce confusion by keeping subjects and objects close to their verbs. Put conditionals such as “only” or “always” and other modifiers next to the words they modify.

Don't say, “*You are only required to provide the following:*”

Say, “*You must provide only the following:*”

Put long conditions after the main clause.

Don't say, “*If you own more than 10 airplanes and provide unscheduled flight services under contract, complete form 9-123.*”

Say, “*Complete form 9-123 if you own more than 10 airplanes and provide unscheduled flight services under contract.*”

Avoid Noun Sandwiches

Noun sandwiches or clusters are groups of nouns sandwiched together. They confuse and bore readers. Use prepositions and articles to clarify the relationships among the words.

Here's a typical FAA example: *drug testing and alcohol misuse prevention regulations*. It would be better to say, “*regulations about drug testing and preventing alcohol misuse.*”

Avoid Unnecessary Qualifiers

Unnecessary qualifiers add no meaning. Classic Example from everyday language are “very dead” and “really pregnant.”

Here are some other examples. The underlined words add nothing to the meaning of the statements.

Example:

Their claim was totally unrealistic.

We are completely convinced.

It is definitely worth explaining.

Work in partnership with . . .

Additional requirements needed to provide a level of safety . . .

Maintain successful bilateral agreements.

Write in Short Sentences and Paragraphs

Use short, straightforward sentences of 25 words or fewer. Express only one message in a sentence. Vary your sentence structure to avoid chopiness, but avoid tangled, multi-clause sentences. Use a list instead of running items together in a long sentence, and apply the 25-word rule to each item in the list. Address only one topic in each paragraph to help the reader keep each topic separate.

Use Figures to Explain Complex Material

Use figures such as charts, tables, and other illustrative material as Example to explain complex material. Remember, one picture is worth a thousand words.

Dense text and complex instructions are clearer in “if-then” tables. Compare the text and table versions of the following material:

Example:

Text: We must receive your completed application form on or before the 15th day of the second month following the month you are reporting if you do not submit your application electronically or the 25th day of the second month following the month you are reporting if you submit your application electronically.

Table:

We must receive your completed application form on or before the following dates:

If you submit your form...	We must receive it no later than...
Electronically	The 25 th day of the 2nd month following the month you are reporting
Other than electronically	The 15 th day of the 2nd month following the month you are reporting

Use Contractions

Use contractions whenever it would be natural to use a contraction in speech. Like pronouns, they make a document more readable.

Limit Initials, Abbreviations, and Acronyms

Limit these to the main topic of your letter. For example, if the letter is about the Coordinated Operational Approval Process, use the abbreviation “COAP” throughout. Since that’s what you’re writing about, it’s unlikely to confuse your reader, but don’t use abbreviations for several other ideas in the same letter. Write them out or use a short form of the same that will help your reader remember what you’re talking about. For example, call an Aviation Rulemaking Advisory Committee “the Committee,” not ARAC. Consult the GPO Style Manual for accepted practices of capitalization and abbreviations. You can find the manual online at <http://www.gpoaccess.gov/stylemanual/index.html>.

Use Terms Consistently

Writers often vary the terms they use to make their writing more interesting. That may be fine for literature, but it may confuse readers if we follow that practice in our letters. Use the same term consistently to identify a specific thought or object. For example, if you use the term “aircraft,” continue to use this term throughout your letter. Don’t substitute another term, such as “plane,” that will cause the reader to wonder if you are referring to the same thing.

Use Numbers Correctly

<i>If...</i>	<i>Then...</i>
you use a number equal to or less than ten	write out the number
you use a number above ten	use the numeral 11, 27, 349, and so on.
you refer to time of day	use numerals to express times (the train leaves at 4:15 p.m.).
you refer to distance	use numerals for whole numbers over nine and all numbers that include fractions
you refer to a percentage in text	write out the word “percentage”
you refer to a percentage in a table	use the % sign
the sentence has both a number below and above ten	use numerals for all numbers

Chapter 6—Appearance of Your Letter

It's important that your letter appear readable. Otherwise, your reader may skip over important points or not read it at all.

Leave Some White Space

Dense text without much white space is very uninviting and tempts readers to discard your letter without reading it. White space provides eye relief and makes your letter easier to read. You can add white space to a letter by using headings, short paragraphs, and figures.

Use Standard Fonts

Use 12 point, Times New Roman for text in letters. If you use headings, you may use a sans serif font, such as Arial. Headings in sans serif fonts stand out and are easier to read at a glance.

Use Headings

a. Many letters benefit from headings. If your letter does have headings, make sure they are useful ones.

Don't say, "*general.*"

Say, "*general information about markings.*"

Headings in the form of questions are often the most effective way to direct the reader to information he or she wants to find, since most readers come to our documents with questions in mind.

Don't say just, "*training*"

Give the reader more information. Say, "*How many hours of training must I have?*"

b. Heading format. Most letters will have only one level of headings. Use a sans serif font, such as Arial, that appears one size larger than the point size of the text of the letter. Left justify the heading and leave one blank line before and after a heading.

Use Emphasis Sparingly

Use emphasis sparingly or your reader won't know what's most important. *Italics* are a moderate form of emphasis. **Bold** stands out visually, but avoid putting entire letters or passages in bold. Putting everything in bold is like shouting all the time. It makes it impossible for the reader to know what's really important. Use bold and italics for ***very strong*** emphasis. Avoid using CAPITAL LETTERS for emphasis. They also give the impression you are shouting at your reader. Avoid underlining. It adds visual clutter and makes it hard for the reader to distinguish the words.

Use Vertical Lists Instead of Run-on Sentences

Vertical lists are visually appealing and easier to read than running text. Documents with vertical lists appear less dense and make it easier for readers to spot main ideas. Vertical lists are the best way to present multiple items, conditions, and exceptions. They are helpful in clarifying the chronological order of steps in a process. Use vertical lists to highlight important topics and make it easy for the reader to identify all elements in a series of requirements. Use a semicolon after each item in the list and a period after the last item.

You must *always* use “and” (when all items are required) or “or” (when items are alternatives) after the next to last item on the list. Be careful not to mix required items and alternative items in one list.

Example:

Along with your letter of application, submit a statement of conformance certifying that you have met the requirements of subpart O of part 21 and that the article meets the standard in effect on the date of your application, one copy of the data the standard requires, and a description of your quality control system.

With your letter of application, send us the following:

- 1. a statement of conformance certifying that you have met the requirements of subpart O of part 21 and that the article meets the standard in effect on the date of your application;*
- 2. one copy of the data the standard requires; and*
- 3. a description of your quality control system.*

Don't mix required and optional items.

Example:

When you submit your application, be sure to include:

- your address;*
- your training history;*
- at least three references; and*
- your work history; or*
- a complete resume.*

In this list, the reader can't be sure whether a complete resume replaces the other four items or only the work history. You can clarify this list by combining “your work history or a complete resume” into one item, resulting in a list of four required items. Put the bullets flush with the left margin.

Chapter 7—Tone

When you write a letter, it's important to get the tone right. Good tone is just good manners on paper. Readers want to know the writer has an interest in their problems. Be helpful and friendly.

Write in a Conversational Way

If you would feel uncomfortable or awkward speaking out loud what you write, you probably haven't achieved a good tone. How would you feel if you had to say to someone, *I wish to inform you that . . .* This doesn't mean you should use slang, bad grammar, or poor English, but try to aim for a conversational style. If you wouldn't say it, don't write it.

Imagine that your reader is sitting opposite you at your desk or is on the telephone. You'd be unlikely to say, *please be advised* or *I wish to inform you*. Instead, you would be less formal and say *I can explain* or *Let me explain* or other everyday expressions. Avoid clichés. Many of the techniques discussed in the section on plain language drafting, such as using pronouns, active verbs, and contractions, will help you develop a conversational style.

Consider Using Direct Questions

Direct questions are an essential part of the spoken language and using them in writing gives your words much more impact. Much government writing hides questions by using words such as *whether* to disguise a question as a statement. This also tends to make your writing longer than necessary. There is no reason to avoid questions in government writing.

Example:

Instead of: *We would appreciate your advising us whether you want to attend the seminar on Problems of Aging Aircraft or the seminar on Preventing Runway Incursions.*

Use a question: *Would you prefer to attend the seminar on Problems of Aging Aircraft or the seminar on Preventing Runway Incursions?*

Respond to the Writer's Opening Comments

We often receive letters beginning with some opening comment that's not central to the purpose of the letter. Don't fail to respond to those comments when you write your response. For example, a writer may thank us for something or express appreciation. Don't use a standard formula, but tailor your response to the specific comment the sender included so it's clear you read the incoming letter and are responding to it.

Chapter 8—Writing Letters with Sensitive Content

Occasionally, you need to write a letter with some sensitive or emotional content. If we can stick to the facts, we're fine, but we have difficulty inserting some emotion in our letters. Letters that benefit from sensitive treatment or the expression of some emotion include bad and good news letters, thank you letters, and letters of condolence.

Be Especially Thoughtful When Writing Letters with Bad News

The tone of letters that deliver bad news deserves special consideration.

If it's bad news, share the pain.

Example:

We're sorry to tell you that we are revoking your third-class medical certificate. This letter explains the reason for our decision and what to do if you disagree.

We're sorry to tell you that we are not going to do a sole source procurement to buy services to improve the main runway at Boise Airport. However, we will issue a request for proposals, and we encourage your company to submit a bid.

Show your Pleasure in Good News

Let people know you are happy to have good news for them.

Example:

We're happy to confirm that we approved discretionary funds totaling \$1,621,125 to fund this project. The approved amount is slightly less than you requested, but your staff and the Federal Aviation Administration's Airports District Office agreed on this amount.

The Department of Transportation is happy to tell you that we have included the project you nominated under Executive Order 13274, Environmental Streamlining for Infrastructure Project Reviews, on the Secretary's list of priority projects.

Express Appreciation

When writing thank you letters and other expressions of appreciation, keep your letter short and to the point. Be informal; informal expressions of appreciation seem more sincere than formal ones. Personalize the letter; make sure it refers to the specific situation you're writing about. Don't use some standard form letter you could use for many different particular situations.

Example:

If the sender wrote: *We had a good meeting with your staff last week and are looking forward to meeting with you when you come to Houston next month. The meeting raised questions about . . .*

You might respond: *I appreciate hearing that you had a good meeting with my staff. I'm looking forward to meeting with you when you visit Houston. Regarding your questions, . . .*

Be Especially Careful with Letters of Condolence and other Sensitive Letters

If you are addressing a sensitive issue, show some empathy.

Example:

No empathy: *Since the employee died, the relocation payments will be terminated.*

Empathy: *We're sorry to hear about the loss of your husband. Unfortunately, we must stop sending you his relocation payments.*

If you or the Agency made a mistake, admit it freely and say we're sorry. Don't try to pass the buck; if you need to be vague, use "we." Everyone makes mistakes and it's best to admit them and clear up any problem quickly and openly. If you need to explain what caused the mistake, do so, but don't overdo it. Your reader wants the problem sorted out more than a long explanation of why it happened.

However, letters of condolence or apology may not be appropriate if FAA is involved in legal actions. For instance, if there is ongoing or impending litigation arising from an aircraft accident, our legal position could be jeopardized by a litigant receiving a letter acknowledging we made a mistake. The same could be true of letters regarding employee/labor relations, which could involve an EEO case, lawsuit, or both. Because there may be many other situations where offering an apology may create a legal problem, you should coordinate these letters with the Office of the Chief Counsel to ensure that you protect our legal position.

Chapter 9—Proofreading

Proofreading is more than just correcting surface errors, such as spelling, punctuation, and grammar. It's also an opportunity to review a letter for its content, clarity, and readability. This section summarizes some strategies to follow and common errors to look for while proofreading.

How can you Proofread Effectively?

- a. Allow yourself some time between writing and proofreading. This way you can return to the letter with a fresh mind and eye.
- b. Use a good reference guide to verify proper grammar and punctuation usage.
- c. Make a number of passes through a letter looking for a different problem or concern each time.
- d. Familiarize yourself with the errors you commonly make by creating a list of those errors.
- e. Read the letter sentence by sentence, from the last sentence to the first sentence.
- f. Read the letter out loud. Often your ear will hear what your eye did not see.
- g. Use spell check, keeping in mind that spell check simply skims a letter for words that are not in the spell check's limited dictionary. It does not read or understand a letter, nor does it spot errors or typos that result in legitimate words.
- h. Use a style check such as Stylewriter, if you have it.
- i. Read the letter backwards, starting from the end of the letter and going forward to the beginning of the letter. Proofreading a letter backwards forces your mind and eye to concentrate on one word at a time.

What Grammatical Errors Occur Most Often?

a. Fragmented and run-on sentences. Make sure each sentence contains a complete and independent thought that can stand alone as a sentence.

Example (fragmented):

Original: *There may be errors in measurement. A possibility that results from faulty equipment.*

Redraft: *Faulty equipment may cause errors in measurement.*

Example (run-on):

Original: *In reality, the airman did not miss the filing date, his file contained a typographical error.*

Redraft: *In reality, the airman did not miss the filing date. His file contained a typographical error.*

b. Misplaced and dangling modifiers. Place modifiers near the words they describe and make sure the modified words actually appear in the sentence.

Example:

Original: *The employee gave his supervisor a photo of a Boeing 757 in a silver frame.*

Redraft: *The employee gave his supervisor a silver-framed photo of a Boeing 757.*

c. Faulty parallelism. Use grammatically equal sentence elements to express two or more matching ideas or items in a series.

Example:

Original: *He enjoys riding his bike to work, a walk at lunchtime, and jogs in the evening.*

Redraft: *He enjoys riding his bike to work, walking at lunchtime, and jogging in the evening.*

d. Unclear pronoun references. Ensure that all pronouns clearly refer to definite referents [nouns].

Example:

Original: *After the Administrator appoints an Assistant Administrator, he or she must ...*

Redraft: *After the Administrator appoints an Assistant Administrator, the Assistant Administrator must ...*

e. Incorrect pronoun case. Determine whether the pronoun is being used as a subject, object, or possessive then select the pronoun form to match.

Example:

Original: *Our supervisor is going to Oklahoma City with John and I.*

Redraft: *Our supervisor is going to Oklahoma City with John and me.*

f. Lack of subject-verb agreement. Ensure that verbs agree with their subjects.

Example:

Original: *There is three reasons for the Government's reaction.*

Redraft: *There are three reasons for the Government's reaction.*

g. Omitted commas. Use commas to signal nonrestrictive or nonessential material, to prevent confusion, and to indicate relationships among ideas and sentence parts.

Example:

Originals: *Although the plan seems to be a good one they won't sign off on it.*
The long tedious task has caused morale issues.
The board decided however to replace its chairman.

Redraft: *Although the plan seems to be a good one, they won't sign off on it.*
The long, tedious task has caused morale issues.
The board decided, however, to replace its chairman.

h. Easily confused words. Know when to use affect/effect, advice/advise, bought/brought, complement/compliment, dependant/dependent, ensure/insure, its/it's, passed/past, and principal/principle.

What Words are Often Misspelled or Misused?

Check for these frequently misspelled or misused words.

accidentally	accommodate	accumulate	acquire
advice	advise	affect	analysis
annual	attendance	balance	beginning
beneficial	benefited	calendar	category
challenge	changeable	commission	conceivable
council	counsel	criticize	deceive
definition	develop	disappoint	discrepancy
effect	eligible	eliminate	encouragement
ensure/assure	environment	equipped	especially
existence	explanation	familiar	February
foreign	foreign	formerly	government
grammar	grievous	hangar	height
immediately	incidentally	inevitable	judgment
judicial	knowledge	laboratory	latter
maintenance	maneuver	mysterious	necessary
noticeable	occasionally	occurred/occurrence	opportunity
optimistic	parallel	paralyze	permissible
personal	personnel	physical	possibility
precedence	predictable	preference	preparation

privilege	procedure	prominent	pursue
quantity	receiving	repetition	ridiculous
seize	separate	shepherd	siege
similar	simile	suspect	too
tragedy	tries	unanimous	undoubtedly
until	usually	vicious	vital

If there are particular words you often misspell, consider adding them to Word's autocorrect spelling list (under the "Tools" menu item).

What Words and Expressions Should you Avoid?

See Chapter 5 and Appendix A for lists of words you should avoid.

Did you Meet the Reader's Needs?

- a. Put the main message up front.** Address the main point or message of the letter in the first sentence or two of the first paragraph.
- b. Provide an overview of what's to come.** Describe the content and structure of the letter, addressing topics in the same order in the body of the letter.
- c. Answer reader's questions.** Answer direct and implied questions, as well as questions the reader should have asked.
- d. Cover relevant points.** Give the reader clear, specific, and relevant information, while avoiding information the reader already knows.
- e. Give explanations of difficult points or use Example.** Guide the reader through the information, pointing out why something is relevant. Use Example or enclosures to make points clear.

Part II—Format Standards

This part will assist you in formatting documents and provide instructions on coordinating, controlling, and routing the full range of correspondence produced by the FAA.

Chapter 10—Memorandums

When to Write a Memorandum

Use the memorandum format when writing to organizations or individuals within the Department of Transportation.

Style

Format memorandums with paragraphs separated by spaces and all parts flush left. The font will be Times New Roman, 12-point size.

Margins, Date, and Prepared by

Margins for a Memorandum

Left margin: 1.25 inches

Right margin: 1.25 inches to prevent typing into the ladder on the official file copy (grid) and cannot be right-margin justified.

Bottom margin: 1.25 inches.

Date

The office that signs the memorandum stamps or types the date after the “DATE:” caption. If typed, spell out the month and show the date and year in numerals. Do not use st, nd, rd, or th with the numerals.

Example:

Date: July 2, 2004

OR

Date: JUL 2 2004

Prepared by:

Use “Prepared by:” when an individual prepares a memorandum that someone else will sign. Delete the line when not needed. When used, the caption contains the name and telephone number or extension of the originator.

Example:

Prepared by: Michelle Smith, x76543

Subject Line

Type the subject after the “Subject:” caption. Keep the subject short, preferably not more than ten words. If there is more than one line, type runover lines flush with the first line. Capitalize the first letter of all words in the “Subject:” line except articles, prepositions, and conjunctions.

Example:

Subject: FAA Correspondence Manual

When replying to correspondence, use the same subject as the incoming correspondence followed by a semicolon, an identification of the incoming correspondence using the sender’s routing symbol and date of the incoming correspondence, such as ABA-3 Memo of 2/28/04.

Example:

Subject: FAA Correspondence Manual;
ABA-3 Memo of 2/28/04

If you exchange several memorandums on the same subject, use the date of the latest memorandum only.

From Line

The “From:” line contains the name, title, and routing symbol of the person signing the memorandum.

Continue a lengthy “From:” line on a second line and indent two spaces from the start of the first line.

Example:

From: Carl Rice, Program Director, Air Traffic Planning
and Procedures Program, ATP-1

If there is more than one sender, show each one on a separate line.

Example:

From: John Harris, Manager, Flight Standards, AEA-800
Sam Murphy, Manager, Airports Division, AEA-600

Use the term *Acting* before the title in the “From:” line when an individual is temporarily detailed to a position as the result of a personnel action.

Example:

From: Jane Reed, Acting Assistant Administrator for Policy,
Planning, and International Aviation, API-1

To Line

Type the name (optional), title, and routing symbol after the “To:” caption.

If there is more than one recipient, show each on a separate line. After the memorandum is signed, place a checkmark to the right of the correct line or highlight the line to show which office will receive that copy.

Example:

To: Ann Dopson, Director of Budget, ABU-1
Les Gardner, Director of Acquisitions, ASU-1✓
Karen Irvine, Director of Personnel, AHP-1
OR
To: Manager, National Planning Division, APP-400✓
Manager, Airport Compliance Division, AAS-400
Manager, Air Traffic Systems Branch, ASU-350

Use a distribution list when you forward an identical memorandum to more than *four* individuals. At the “To:” line, type See Distribution List.

Example:

To: See Distribution List

If the distribution list does not fit on the first page of the memorandum, type the list on a separate sheet containing the title and routing symbol of the addressees and attach it to each copy of the memorandum. If the distribution list needs to be on a separate sheet, type the page number and subject of the memorandum at the top of the page and on the left margin.

Example:

Page # - (Insert the subject as it appears on the memorandum.)

When you forward identical memorandums to all-inclusive groups, use the following multiple-address method. Write the routing symbol of each addressee in the upper right-hand corner of each copy.

Example:

To: Division and Staff Managers
OR
To: Associate Administrators
Heads of Offices and Services
Regional Administrators and Center Directors

If the correspondence does not apply to one or more of a group, it is permissible to exclude them.

Example:

To: Regional Administrators and Center Directors
(except Southern Region)
OR
To: Division and Staff Managers
(except Logistics Division and FAA Academy)

Attention and Thru Lines

When sending a memorandum to the attention of another office or individual, type “ATTN:” on the left margin on the first line below the “To:” line in all capital letters followed by a colon.

Example:

To: Manager, Regulatory Analysis Division, APO-300
ATTN: Manager, Operations Regulatory Analysis Branch, APO-310
OR
ATTN: Mary Smith

When sending a memorandum through another office or individual, type “THRU:” on the left margin on the first line below the “To:” line followed by a colon.

Example:

To: Manager, General Accounting Branch, AFM-210
THRU: Manager, Accounting Operations Division, AFM-200
OR
To: Director, Financial Management, AFM-1
THRU: Manager, Accounting Operations Division, AFM-200
Manager, General Accounting Branch, AFM-210

Body of a Memorandum

The body of a memorandum begins two lines below the double line that closes the header section. Make all memorandums single spaced with double spacing between paragraphs regardless of the length or number of paragraphs. Begin each main paragraph on the left margin in block style.

1. Numbering and lettering paragraphs can be helpful as a reference aid. Even if you don't number the main paragraphs, you may refer to them in numbers (such as “in paragraph 2”) and assign letters to subparagraphs.
 - a. Subparagraphs are more easily understood when identified with alternating numbers and letters. Use the following sequence: 1, a, (1).

- (1) If you subdivide a paragraph, it must have at least two subdivisions.
- (2) When citing a subparagraph, type it without spaces; for example, “subparagraph 1a(2).”
- b. When memorandums are lengthy, use bold titles or captions to make it easier to read and reference.
- c. Use subheadings to help organize lengthy information.
2. Do not begin a paragraph near the end of a page unless there is room for at least two lines on the page. Do not continue a paragraph on a succeeding page unless you can carry over at least two lines to that page.
3. Print succeeding pages on plain paper. Beginning with the second page, type page number in numerals in the header and on the right margin. Continue text of the memorandum two lines below the page number.

Attachment Notations

Use the notation “Attachment” to show that a memorandum includes more documents. Type “Attachment” notation two lines below the end of the body of the memorandum and on the left margin. When you have more than one attachment, identify each attachment by number in the upper right-hand corner; for example, Attachment 1, Attachment 2. When there is more than one lengthy attachment, use tabs to identify each attachment by number.

1. Show attachment(s) identified in the body of the memorandum as follows:

Attachment	OR	2 Attachments
------------	----	---------------

2. Show attachment(s) not identified in the body of the memorandum as follows:

Attachment	OR	2 Attachments
Form Letters Handbook		Form Letters Handbook
		Plain Language Handbook

3. Show multiple copies of the attachment(s) identified in the body of the memorandum in parentheses as follows:

Attachment (2)	OR	2 Attachments (2)
----------------	----	-------------------

4. Show multiple copies of the attachment(s) not identified in the body of the memorandum in parentheses after identification of the attachment as follows:

Attachment	OR	2 Attachments
Form Letters Handbook (2)		Form Letters Handbook (2)
		Plain Language Handbook

Sample Memorandum Format



Federal Aviation Administration

Memorandum

Date: March 5, 2005

From: Woodie Woodward, Associate Administrator for Airports, ARP-1

To: Bobby Sturgell, Deputy Administrator, ADA-1

Prepared by: Michelle Smith, x76543

Subject: National Transportation Safety Board (NTSB) Recommendations

On June 25, NTSB issued recommendations addressing the problem of aircraft landing on Taxiway T at Seattle-Tacoma International Airport (SEA). Since 1999, there have been six instances of a flightcrew landing on or lining up with Taxiway T when intending to land on Runway 16R.

I wanted to let you know the action we are taking to respond to the NTSB.

The three NTSB recommendations are:

1. allow SEA, as an interim solution, to apply a) large nonstandard taxiway identification markings (such as the word TAXIWAY) at regular intervals to the full width of the Taxiway T surface, starting near the approach end and continuing for one-half the length of the taxiway; and b) a continuous serpentine line over the taxiway centerline, between each of the aforementioned nonstandard taxiway identification markings;
2. conduct research to establish marking standards for use on taxiways at airports with a recurring taxiway-landing problem. The research and standards should include, but not be limited to, the dimensions, placement, and conspicuity of such markings under various weather, lighting, and visibility conditions; and
3. revise Advisory Circular 150/5340-1H, "Standards for Airport Markings," based on the findings of the research conducted in response to Safety Recommendation A-04-49.

My office and Bill Davis's staff (Runway Safety Office, ARI) have discussed this with the airport staff, and we are all in agreement that the nonstandard markings in the NTSB's first recommendation are unlikely to solve this problem. It appears that aircraft are lining up some distance from the taxiway. Because of the distance and visibility problems such as low sun angles, we believe that painted markings may not be conspicuous enough to provide cues to pilots. The situation may need aids that are effective at longer range than painted markings. However, the FAA and the airport operator have already taken some actions and are considering other measures to address the situation. The measures are listed below.

1. The airport has installed two lighted Xs. One, before the taxiway pavement, will be lighted before the coming fall/winter. The second, on the taxiway surface, is a standard portable, lighted X normally used for temporary closures.
2. A message has been placed on the Automated Terminal Information Service reminding pilots not to mistake the taxiway for Runway 16R.
3. A comment was added to the airport/facility directory and a Notice to Airmen issued.
4. An advisory bulletin was sent to all air carrier chief pilots.
5. The Airport Lighting System and sequenced flashers for 16R are turned on during daylight hours.
6. We issued an Airport Improvement Program grant to install Runway End Identification Lights on both 16L and 16R. These nav aids will be installed this construction season.
7. We are discussing with the Port the feasibility of installing Field Turf/Astro Turf at the approach end of the taxiway and on part of the pavement to change the perceived geometry of the taxiway.

Also, my office and ARI have formed a team of subject matter experts (pilot, human factors, markings) with support from Mitre and Volpe Transportation Systems Center to review the proposed marking and lighting solutions—both NTSB's and the airport's—and propose any other measures that would help. A white paper with the team's preliminary findings is due on August 16, and will form the basis for our response to the NTSB recommendations. A more in-depth paper is due by the end of October that will provide specific recommendations to reduce the chance of landings on Taxiway T.

Information Copy Notations

Show information copy distribution notations on the original of the memorandum only if the addressee has a need to know who received a copy of the memorandum. Always show the information copy distribution on the information copies and grid.

Show information copy distribution by typing cc: on the left margin and two lines below the body of the memorandum or attachment notation followed by the names or routing symbols of the recipients.

Example:

cc: ARA-1
AGI-1
AOA-3

You may list information copy distribution across the page to avoid starting a new page.

Example:

cc: ARA-1, AGI-1, AOA-3

The control number of controlled correspondence appears in parentheses to the right of the correct routing symbol.

Example:

cc: ARA-1
AGI-1
AOA-3 (A20020212001), (S10-030422-018)

If you don't include attachments for cc: recipients, show that in the information copy block.

Example:

cc: ARA-1 w/o attachments
AGI-1
AOA-3

Response Block

Provide a response block for approval, disapproval, concurrence, or nonconcurrence. Type the possible response choices and a date line in initial capital letters on the left margin, beginning four lines below the last line of the body of the memorandum and any attachment or information copy notations. Triple-space the response block. The approving official will sign on the correct line.

Example:

Attachment

Approved: _____

Concur: _____

Disapproved: _____

OR

Nonconcur: _____

Date: _____

Date: _____

If it is necessary to start another page to provide space for the response block, type the page number and subject of the memorandum at the top of the page on the left margin.

Example:

Page # – (Insert the subject as it appears on the memorandum.)

Approved: _____

Disapproved: _____

Date: _____

Writer's Identification "Blame Line"

Show the electronic file information and writer's identification or "blame line" on all information copies and grid. Type the routing symbol of the preparing office, the writer's first initial and surname, the typist's initials, the writer's telephone number or extension, and the date. To ensure you can find the document on your office's computer network, type "WP:," the directory location, and document name in parentheses at the end of the identification line. Separate each item with a colon. Place the entire notation on the left margin, two lines below the last line of typing.

Example:

ARA-1:JDoe:bjp:x72525:8/30/04:(WP:computer network data file information)

How to Assemble a Memorandum for Signature

Assemble the memorandum in a logical and neat package for signature. Keep together all items belonging with the original of the memorandum, all items belonging with the grid, and all items belonging with the information copies. As shown in Figure A, arrange the documents in the following order.

Original Memorandum and any Attachments

Do not staple the original until after signature. Arrange attachments behind the original in the sequence mentioned in the memorandum. If you mail the memorandum through the U.S. Postal Service (USPS), attach an addressed, proper sized, franked envelope.

Official File Documents

Arrange the official file documents in the following order with the grid on top and extended to the right so the concurrence block is visible.

1. Place any grids voided by revision or retyping behind the final grid. Show voided grids from the final grid with a diagonal line drawn through them. Do not cut or fold the new grid.
2. Include copies of attachments that go with the original.
3. Finally, include any incoming correspondence and background information.

Information Copies and any Attachments

Identify information copies by writing the routing symbol for each office in the upper right-hand corner on the first page. Include an addressed, proper sized, franked envelope with each copy that you mail through the USPS. Be sure to include copies of any attachments as needed.

Retyped or Rewritten Memorandums

When you retype or rewrite a memorandum, show the original identification line and the last retyped or rewritten identification line on the new grid and information copies. Draw a diagonal line through all voided grids and staple them behind the new one. Do not cut or fold the new grid. Destroy all other copies of the old memorandum. Each of the following examples could apply to either retypes or rewrites:

APO-2:MJones:mj:73275:4/19/04:(WP:G:\users\everyone\memos\sample.doc)

Retyped:APO-1:Landerson:la:73274:4/20/04

OR

APO-2:MJones:mj:73275:4/19/04:(WP:G:\users\everyone\memos\sample.doc)

Rewritten:APO-1:Landerson:la:73274:4/20/04

OR

APO-2:MJones:mj:73275:4/19/04:(WP:G:\users\everyone\memos\sample.doc)

Rewritten by APO-1:JRodgers:la:73274:4/20/04

You do not need to recoordinate when you retype a memorandum for minor errors, such as spelling and typographical errors. Type the routing symbols, coordinating officials' names, and dates of previous coordination in the correct blocks of the ladder of the new grid and continue coordination as needed.

When you make a major change in content, coordinate the document again through all offices that previously reviewed the document. List the routing symbol of all who coordinated before on the ladder of the new grid.

[illegible]

Memorandum Checklist

Copy this checklist for your use.

CHECK:	
1. memorandum letterhead used	
2. use of “Attn” and “Thru” lines/office-to-office communication	
3. correct subject line and format	
4. “Prepared by:” information – contact person’s name and extension	
5. correct distribution of addressees and format on “To” and “From” lines	
6. if subject line agrees with body of memorandum	
7. correct numbering and lettering of paragraphs	
8. correct assembly (original/attachments/grid with staple)	
9. inclusion of incoming correspondence and background information (if any)	
10. if memorandum is signed before dating	
11. response block – such as approval/disapproval or concurrence/nonconcurrence	
12. information copy distribution notations on original, information copies, and grid	
13. for writer’s identification “blame line” on grid and information copies	
14. retyped or rewritten identification lines on grid and information copies	
15. use of correct notation “Attachment” (not Enclosure)	
16. proofread for grammar, spelling, and style and check for clarity	

Chapter 11—Letters

When to Write a Letter

You should write a letter:

1. when writing to organizations, businesses, or individuals outside the FAA or in the Federal Government other than the Department of Transportation;
2. where protocol dictates (Members of Congress, Cabinet officers, Governors, mayors, etc.); or
3. when writing a personal or private letter to an individual FAA employee on such matters as retirement, commendation, congratulations, or condolence.

How to Prepare a Letter

The following guidelines apply when preparing a letter.

1. Format correspondence with paragraphs separated by spaces and all parts flush left. The font will be Times New Roman, 12-point size.
2. Spacing may vary between the date and address or the date and special mailing instructions to allow for balanced placement on the page.
3. The **margins** for a letter are:
 - a. left margin: In line with the left edge of the letterhead caption but no less than 1 inch;
 - b. right margin: 1.25 inches to prevent typing into the ladder on the grid. Correspondence cannot be right margin justified; and
 - c. bottom margin: 1 inch.
4. The office that signs the letter stamps or types the **date** four lines below the letterhead caption and on the left margin. If typed, spell out the month and show the date and year in numerals. Do not use st, th, or rd with the numerals.

Example:

June 2, 2004 OR JUN 2 2004

NOTE: The margins on short letters may vary for good placement on the page.

5. Type **special mailing** instructions (such as SPECIAL DELIVERY, CERTIFIED, and REGISTERED), when required, in all capital letters a minimum of two lines below the date on the left margin.

6. Begin the **address** at the left margin, at least two lines below the date. If there are special mailing instructions, begin the address two lines below them. Use single-spaced, block style. The address should not exceed five lines. When any line goes past the center of the page, continue it on a second line and indent it two spaces. You may use capitalized and unpunctuated two-letter State abbreviations for inside addresses. Type the ZIP Code two spaces to the right of the State name or abbreviation.
7. Type the **salutation** on the left margin two lines below the last line of the address followed by a colon.
8. Type the **subject line**, if used, on the left margin two lines below the salutation. Starting with the word "Subject," capitalize the first letter of all words except articles, prepositions, and conjunctions.
9. Begin the **body** of the letter two lines below the salutation or subject line. Single space all letters with double spacing between paragraphs regardless of length or number of paragraphs. Begin each main paragraph on left margin. Do not number main paragraphs. Indent the first subdivision of a paragraph four spaces (begin typing on the fifth space).
 - a. A paragraph you subdivide must have at least two subdivisions; that is, for every (1), there must be a (2).
 - b. Letter and number subparagraphs as follows: 1, a, (1). You shouldn't use subparagraphs beyond the third subdivision.
 - c. Write the reference numbers and letters without spaces and punctuation when you refer to a paragraph in a letter.
Example:

paragraph 1a(1)
 - d. Use subheadings to show subtopics discussed in longer letters.
 - e. Do not begin a paragraph near the end of a page unless there is room for at least two lines on the page. Do not continue a paragraph on a succeeding page unless you can carry over at least two lines to that page.
 - f. Print succeeding pages on plain paper that matches the letterhead page. Beginning with the second page, type the page number in numerals in the header and on the right margin. Continue text of the letter two lines below the page number.
10. Begin the **complimentary close** two lines below the last paragraph on the left margin.
11. Type the **signature block** five lines below the complimentary close on the left margin. It contains the name (on the fifth line) and the title (on the sixth line) in initial capital letters. Do not use routing symbols with titles. When any line of the signature block goes past the center of the page, continue it on a second line and indent it two spaces.

- a. When an individual is on a detail because of a personnel action, use the term “Acting” before the title in the signature block.

Example:

Jean M. Johnson
Acting Manager, Air Traffic Branch

- b. When an individual is acting in another position without a personnel action, the signature block will reflect the name and title of the incumbent, and the person authorized will sign for the incumbent.

Enclosure Notations

Use the notation “Enclosure” to show that you are including another document with a letter. Type “Enclosure” two lines below the signature block and on the left margin. When you have more than one enclosure, identify each enclosure by number in the upper right-hand corner; for example, Enclosure 1, Enclosure 2. When there is more than one lengthy enclosure, use tabs to identify each enclosure by number.

1. Show enclosure(s) identified in the body of the letter as follows:

Enclosure	OR	2 Enclosures
-----------	----	--------------

2. Show enclosure(s) not identified in the body of the letter as follows:

Enclosure	OR	2 Enclosures
Form Letters Handbook		Form Letters Handbook
		Plain Language Handbook

3. Show multiple copies of the enclosure(s) identified in the body of the letter in parentheses as follows:

Enclosure (2)	OR	2 Enclosures (2)
---------------	----	------------------

4. Show multiple copies of the enclosure(s) not identified in the body of the letter in parentheses after identification of the enclosure as follows:

Enclosure	OR	2 Enclosures
Form Letters Handbook (2)		Form Letters Handbook (2)
		Plain Language Handbook



U.S. Department
of Transportation

**Federal Aviation
Administration**

Office of the Associate Administrator
for Airports

800 Independence Ave., SW.
Washington, DC 20591

November 7, 2005

The Honorable Olympia J. Snowe
United States Senate
Washington, DC 20510

Dear Senator Snowe:

Thank you for your letter of August 28 addressed to former Acting Administrator Belger, cosigned by Senator Susan M. Collins, about peak period pricing at Boston Logan International Airport (Logan). Currently, there is no plan to implement peak period pricing or any other method of demand management at Logan. Before Massport would decide to implement demand management, both the State and the Federal Aviation Administration (FAA) would carefully consider its impact, including its impact on air service to small communities in New England.

The FAA recently finished a Final Environmental Impact Statement (FEIS) for the Logan Airside Improvements Planning Project. While developing the FEIS, we had determined that peak period pricing would not have a beneficial effect until flight schedules exceeded the capacity of the airport. However, under the Massachusetts Environmental Policy Act, Massport committed to planning for a peak period pricing program or some other comparable method of demand management should future growth of traffic at Logan require it. To support this decision by the State, in our Record of Decision, we asked Massport to develop and submit a detailed plan or draft proposal for peak period pricing or other comparable demand management program before commencing construction of the new unidirectional runway. However, this does not mean that Massport has decided to implement any demand management program.

We know Massport is concerned about the impact any program would have on air service to small communities in New England, and FAA will consider this issue when we review Massport's plan. We share your concern about fulfilling the needs of small communities for essential air service.

We have sent an identical letter to Senator Collins.

If you or your staff need further help, please contact Mr. David Balloff, Assistant Administrator for Government and Industry Affairs, at (202) 267-3277.

Sincerely,

A handwritten signature in black ink, appearing to read "Woodie Woodward".

Woodie Woodward
Associate Administrator
for Airports

Information Copy Notations

Show information copy distribution notations on the original of the letter only if the addressee has a need to know who received a copy of the letter. Always show the information copy distribution on the information copies and grid.

Show information copy distribution by typing cc: on the left margin and two lines below the signature block or enclosure notation followed by the name(s) or routing symbols of the recipients.

Example:

cc: AAA-1
AAL-1
AWP-1

You may list information copy distribution across the page to avoid starting a new page.

Example:

cc: AAA-1, AAL-1, AWP-1

The control number of controlled correspondence appears in parentheses to the right of the correct routing symbol.

Example:

cc: AAA-1
AAL-1
AWP-1 (2005-1654)
AOA-3 (FAA-050903-002)

If you don't include enclosures for cc: recipients, show that in the information copy block.

Example:

cc: AAA-1 w/o enclosure
AAL-1
AWP-1

Writer's Identification "Blame" Line

Show the writer's identification line on the grid and all information copies of the letter. Type the routing symbol of the preparing office, the writer's first initial and surname, the typist's initials, the writer's telephone number or extension, and the date. Separate each item with a colon. Place this notation on the left margin two lines below the last line of typing.

Example:

AWP-70:RRoads:olk:310-785-5678:6/2/04:(WP: G:\users\everyone\letters\sample.doc)

To ensure that you can find the document on your office's computer network, type "WP:," the directory location, and document name in parentheses at the end of the identification line.

Example:

AWP-22:BBlack:lmm:310-966-4333:6/2/04:(WP: G:\users\everyone\letters\sample.doc)

Concurrences

Record necessary concurrences using the ladder on the grid. Place the writer's routing symbol in the first block and the coordinating offices' routing symbols in the succeeding blocks. To ensure space on grid for letters that ADA or above will sign, you should place the service director routing symbol in the first block. Coordinating officials will **legibly** write their first initial, surname, and the date in the correct blocks. Refer to Chapter 16 for coordination guidelines and procedures.

If you rewrite or retype a letter, see page 48, Retyped or Rewritten Letters.

How to Assemble a Letter for Signature


The following is the correct way to assemble correspondence in a logical, neat package for signature. Keep together all items belonging with the original letter, all items belonging with the grid, and all items belonging with the information copies. As pictured in Figure B, arrange the documents in the following order:

1. Do not staple the original letter and enclosure(s). Arrange enclosures behind the original in the sequence mentioned in the letter followed by an addressed, proper-sized, franked envelope. If the envelope is larger than the standard letter size, place the envelope behind all copies but before the headquarters correspondence cover and any information copies.
2. Include grid documents next in the assembled package and arrange them in the following order with the grid on top and extended to the right so the concurrences block is visible.
 1. Place any grids voided by revision or retyping behind the final grid. You should distinguish voided grids from the final grid with a diagonal line drawn through them. Do not cut or fold the new grid.
 2. Include copies of enclosures that go with the original.
 3. Include any incoming correspondence and background information.
3. Identify information copies and any enclosures by writing the routing symbol in the upper right-hand corner of the first page. Include an addressed, proper-sized, franked envelope with each copy that is mailed through the USPS. Be sure to include copies of any enclosures as needed.

Example:

CONCURRENCES
ROUTING SYMBOL
AWP-22
INITIALS/SIG
BBlack
DATE
6/2/05
ROUTING SYMBOL
AWP-20
INITIALS/SIG
AFlotis
DATE
6/2/05
ROUTING SYMBOL
AWP-10
INITIALS/SIG
J.K.Matthew
DATE
6/2/05
ROUTING SYMBOL
INITIALS/SIG
DATE
ROUTING SYMBOL
INITIALS/SIG
DATE
ROUTING SYMBOL
INITIALS/SIG
DATE
ROUTING SYMBOL
INITIALS/SIG
DATE

Figure B—How to Assemble a Letter for Signature

<p>U.S. Department of Transportation Federal Aviation Administration 800 Independence Ave., S.W. Washington, D.C. 20591 Official Business Penalty for Private Use \$300</p> <p>WA Form 1380-12 (2-92)</p>	<div style="display: flex; justify-content: space-between;"> <div>  <p>U.S. Department of Transportation Federal Aviation Administration</p> </div> <div> <p>Office of the Associate Administrator for Airports</p> </div> <div> <p>800 Independence Ave., S.W. Washington, DC 20591</p> </div> </div> <p>Ms. Brooke M. Johnson 5683 South Kingsgate Oklahoma City, OK 73189-1234</p> <p>Dear Ms. Johnson:</p> <p>This letter shows the correct way to assemble an outgoing letter for signature.</p> <p>Sincerely,</p> <p>Charles Simpson Associate Administrator for Airports</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div>Original Letter</div> <div> <ol style="list-style-type: none"> 1. Grid 2. Enclosures, if any, in sequence listed in letter (clipped to original) 3. Courtesy copy, if any 4. Envelope </div> </div>	<table border="1"> <tr><td>ROUTING SYMBOL</td></tr> <tr><td>INITIALS/DO</td></tr> <tr><td>DATE</td></tr> <tr><td>ROUTING SYMBOL</td></tr> <tr><td>INITIALS/DO</td></tr> <tr><td>DATE</td></tr> <tr><td>ROUTING SYMBOL</td></tr> <tr><td>INITIALS/DO</td></tr> <tr><td>DATE</td></tr> <tr><td>ROUTING SYMBOL</td></tr> <tr><td>INITIALS/DO</td></tr> <tr><td>DATE</td></tr> <tr><td>ROUTING SYMBOL</td></tr> <tr><td>INITIALS/DO</td></tr> <tr><td>DATE</td></tr> <tr><td>ROUTING SYMBOL</td></tr> <tr><td>INITIALS/DO</td></tr> <tr><td>DATE</td></tr> <tr><td>ROUTING SYMBOL</td></tr> <tr><td>INITIALS/DO</td></tr> <tr><td>DATE</td></tr> <tr><td>ROUTING SYMBOL</td></tr> <tr><td>INITIALS/DO</td></tr> <tr><td>DATE</td></tr> </table>	ROUTING SYMBOL	INITIALS/DO	DATE	ROUTING SYMBOL	INITIALS/DO	DATE	ROUTING SYMBOL	INITIALS/DO	DATE	ROUTING SYMBOL	INITIALS/DO	DATE	ROUTING SYMBOL	INITIALS/DO	DATE	ROUTING SYMBOL	INITIALS/DO	DATE	ROUTING SYMBOL	INITIALS/DO	DATE	ROUTING SYMBOL	INITIALS/DO	DATE
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	<div style="display: flex; justify-content: space-between;"> <div>Official File Copy</div> <div> <ol style="list-style-type: none"> 1. Grid 2. Enclosures, if any 3. Incoming correspondence, if any 4. Background, if any, including previous correspondence </div> </div>																									
	<div style="display: flex; justify-content: space-between;"> <div>Information Copy or Copies</div> <div> <ol style="list-style-type: none"> 1. Information copy 2. Enclosures, if necessary 3. Incoming correspondence, if necessary 4. Envelope, if required </div> </div>																									

Retyped or Rewritten Letters

Show the original identification line and the last retyped/rewritten identification line on the new grid and information copies when you retype or rewrite a letter. Draw a diagonal line through all voided grids and staple them behind the new one. Do not cut or fold the new grid. Destroy all other copies of the old letter. You can use each of the following examples for either retypes or rewrites.

Revision 1 - AAL-530:AJones:dak(907)632-8020:6/2/04:(WP:G:\users\sample.doc)
Retyped:AAL-500:msj:(907)632-7092:7/20/04

Revision 2 - AAL-530:AJones:dak:(907)632-8020:6/2/04:(WP:G:\users\sample.doc)
Rewritten:AAL-500:DMDunn:msj:(907)632-7092:7/2/04

Revision 3 - AAL-530:AJones:dak:(907)632-8020:6/2/04:(WP:G:\users\sample.doc)
Rewritten per AAL-1:AAL-530:AJones:dak:(907)632-8020:7/2/04

You do not need to recoordinate when you retype a letter for minor errors, such as spelling, format, or typographical errors.

When you make a major change in content, coordinate the letter again through everyone who coordinated on the letter. List the routing symbol of all who coordinated before on the ladder of the new grid.

Identical Letters

If you write an identical letter to two or more people, prepare an original for each addressee and only one grid and set of information copies. Type a list of the addressees on all information copies and grid after the blame line or, if the list is too long, attach it to the grid and information copies.

Example:

IDENTICAL LETTERS to:

Mr. John L. Smith
1324 South MacArthur
Oklahoma City, OK 73119

Ms. Jane M. Wilson
8544 North Alexander
Dallas, TX 75789

Interim Letter

Correct Setup of Interims:

1. Executive Correspondence Plastic Cover.
2. Original interim response.
3. Transmitted Correspondence, if any. (Transmitted correspondence is the **constituent's** original letter sent in with the Senator or Congressman's letter. Do not return the Senator or Congressman's original letter. Place the original letter behind the grid or behind the endorsement original to the region/center.)
4. Proper-sized Envelope. (If you need a large envelope, place it behind all copies but before the headquarters correspondence cover.)
5. Information Copy, if needed with the proper-sized envelope. (You need to send an information copy if the Senator or Congressman asked that we respond to his or her district office.)
6. Grid (office or service and above coordination) with the original incoming Senator's or Congressman's letter, copy of constituent's letter if any, AOA control sheet, LOB control sheet, I-10 copy if any, and any background information.
7. One information copy for I-10 with I-10 control number written legibly in the upper right-hand corner. (**You need to provide this copy only if I-10 controlled the incoming letter.**)
8. One information copy marked with the LOB routing symbol in the upper right-hand corner with a copy of enclosure if any, copy of incoming Senator's or Congressman's letter, copy of constituent's letter if any, copy of AOA control sheet, copy of the LOB control sheet, and copy of I-10 control sheet if any.
9. The correct number of copies marked with the correct analyst/service/office level in the upper right-hand corner of each copy. For example: (1) director level; (2) manager level; (3) branch, if applicable; (4) region/center; and (5) author of letter.
10. Headquarters correspondence cover.

Sample Interim



U.S. Department
of Transportation

Office of the Associate Administrator
for Airports

800 Independence Ave., S.W.
Washington, DC 20591

**Federal Aviation
Administration**

(stamp or type date here when signed)

The Honorable David Stevens
United States Senate
Washington, DC 20510

Dear Senator Stevens:

Thank you for your letter of (date) on behalf of (constituent) about (subject).

We have reviewed your letter and are gathering additional information from our (office or region). We will provide a complete response to your request within (#) days.

If you or your staff have questions during the interim, please contact Mr. David Balloff, Assistant Administrator for Government and Industry Affairs, at (202) 267-3277.

Sincerely,

Charles Simpson
Associate Administrator
for Airports

Enclosure
Transmitted Correspondence

NOTE THAT THE CONTENT IS SEMI-CENTERED ON PAGE

How to Assemble a Packet

Assemble the packet including all the following as applicable:

1. Executive Correspondence Plastic Cover.
2. Original letter for signature.
3. Transmitted Correspondence, if any. (Transmitted correspondence is the Senator or Congressman's **constituent's** original letter sent in with the letter. Do not return the Senator or Congressman's original letter. You should place the Congressman's letter behind the grid or behind the endorsement original to region/center.)
4. Proper-sized Envelope. (If you need a large envelope, place it behind all copies and before the Administrator or other headquarters correspondence cover.)
5. Information Copy, if needed with the proper-sized envelope. (You need to send an information copy if the Senator or Congressman has asked that we respond to his or her district office.)
6. One Grid (office or service and above coordination – example: APP-1 or AAS-1 and above) with the incoming letter, copy of constituent's letter if any, AOA control sheet, line of business (LOB) control sheet, background information if any, and interim letter if any in this order.

If the response is for the Secretary's signature. Include two grids -- one with office or service and above coordination with the incoming letter, constituent's letter if any, Secretary's Executive Secretariat (S-10) control sheet, AOA-3 control sheet, LOB control sheet, background information if any, and interim if any in this order. The **other grid** with FAA/AOA-1 routing coordination and nothing attached to it.

7. One information copy for I-10 with the I-10 control number written legibly in the upper right-hand corner. **(Only provide this copy if I-10 controlled the incoming letter.)**
8. One information copy marked with the LOB routing symbol in the upper right-hand corner with a copy of any enclosure, a copy of the incoming letter, copy of constituent's letter if any, copy of AOA control sheet, copy of the LOB control sheet, and I-10's copy if any.
9. The correct number of copies marked with the correct analyst/service/office level in the upper right-hand corner of each copy. For example: (1) director level; (2) manager level; (3) branch, if applicable; (4) region/center; and (5) author of letter.
10. Headquarters correspondence cover.

Correspondence Final Review

Before presenting correspondence for final review and signature, make sure it is correct and accurate. Please check this manual, the DOT Correspondence Handbook, the FAA Writing Standards Order, and the GPO Style Manual.

Here are some of the key steps you should check for any correspondence types:

1. Use the correct stationery that matches the signature level.
2. In the inside address, make sure the:
 - a. spelling of the name is correct;
 - b. title is correct;
 - c. address is correct, including city, state, and ZIP code; and
 - d. address does not exceed five lines but include extra information on the envelope and note it on the grid.
3. Double-check the salutation. Make sure it agrees with the name and title in the address block. For example, if you address the letter to Ms. Smith, make sure the salutation reads “Dear Ms. Smith” NOT “Dear Mr. Smith.”
4. Check the reference to the incoming letter. For congressional constituent inquiries, check the spelling of constituent’s name.
5. Make sure the format is correct, balance and center the letter inside the margins, and set up the letter according to FAA format. Make sure the letter is one page if possible.
6. Ensure correct spelling, grammar, punctuation, capitalization, and proper word use.
7. Make sure the content of the letter:
 - a. answers the question(s) asked;
 - b. uses short sentences and verbs are in active voice – not passive;
 - c. uses respectful tone; and
 - d. provides accurate and factual information.
8. The complimentary closing and signature are the correct level as shown by correspondence control.
9. Type the signature block five lines below the complimentary close.
10. Ensure you include the enclosure(s) in the outgoing letter, including transmitted correspondence on congressionals, when you send the constituent’s letter and the enclosure notation is correct.
11. Use one staple for each package.
12. Do not staple anything to an original letter.

13. Show only information copy distribution on the original that is necessary for the recipient to know. For example, when writing to Senators or Congressmen at their district offices and sending a copy to the Washington Office, type “cc: Washington Office” two lines below “Enclosure.”
14. Make sure you provide the proper sized envelope with the outgoing letter. See Chapter 18 for envelope size guidelines.

Letter Checklist

Copy this checklist for your use.

CHECK:	
1. ONE staple on GRID – DO NOT use one to hold incoming and then another to hold the letter and incoming	
2. only include grids with original initials on the ladder in the package	
3. for correct signature levels	
4. for all control numbers (such as I-10/S-10)	
5. are we sending directly to constituent	
6. was incoming correspondence a letter/transmittal/memorandum/facsimile	
7. for correct spelling of names	
8. for correct mailing address	
9. is incoming letter addressed to the Administrator and does first paragraph reflect this	
10. body of letter – are all concerns met	
11. use correct closing paragraph	
12. Enclosure/Transmitted Correspondence or cc: Washington Office	
13. is envelope the proper size	
14. is ATTN: line, if any, marked on envelope	
15. is stationery and letterhead correct	
16. is letter semi-centered on the page	
17. proofread for grammar, spelling, and style and check for clarity	

Chapter 12—Congressionals

Congressional correspondence includes letters sent or referred to the Office of the Administrator, Deputy Administrator, or other FAA personnel by Members of Congress or their staffs that require direct replies to either the constituent or the Member. Route all correspondence from a Congressman or Senator to AOA-3 or the correct regional administrator or center director for assignment and control.

The following guidelines apply when preparing congressional correspondence:

1. The deadline for preparing a response to a congressional letter is ten working days from the date of referral, unless the circumstance requires a particular due date. If you can't make the due date for a reply to controlled correspondence, prepare an interim response that includes the best possible estimate when the sender can expect a response. You may have interims signed at a lower level than the Administrator. The Office of Government and Industry Affairs (AGI) does not need to coordinate on the interim. **At the regional/center level**, prepare the final response or the interim for the signature of the Regional Administrator or Center Director. You must complete the interim response within the ten-day deadline.
2. When a Member of Congress writes as a chairperson, ranking member, or member of a committee, address the reply to him or her as chairperson, ranking member, or member of the committee rather than as an individual Member of Congress.
3. When you receive a letter from a staff member of a Member of Congress, address the reply to the Member of Congress or to the chairperson, ranking member, or member of the committee rather than to the staff member. Do not reference the staff member's name in the opening paragraph.
4. When a staff member writes for a deceased Member of Congress, the following protocol applies for answering any remaining correspondence.
 - a. If the seat has been filled, address the reply to the new Member.
 - b. If the seat has not been filled, address the reply in the following way. If to a Congressman, address the reply to the Office of the (District Number, such as Seventh) District of (State). When opening the letter, mention the deceased Member of Congress. For example "Congressman (name) wrote a letter dated (date) for... (or about...)" If to a Senator, the line of business should contact AGI and AGI will contact the Senator's office to determine the proper way to address the letter.
5. When more than one Member of Congress signs a letter with or without a constituent, send an original response to each Member and point out in the letter that each Member received an identical response. For example, "We are sending identical (or similar) responses to each of the cosigners of your letter."

6. Do not use an attention line in the inside address in congressional correspondence. However, use an attention line on the envelope if the Member of Congress asks for the reply to be sent to the attention of a particular staff member.
7. The constituent's letter, which you always return to the Member of Congress, counts as an enclosure. Always type Transmitted Correspondence on the original and all copies of the letter.
8. Following are suggested opening sentences for congressional correspondence:
 - a. **If the letter was addressed to and the response signed by the Administrator or Deputy Administrator, the opening sentence should read:** Thank you for your letter of (date) (regarding, concerning, opposing, supporting, about, etc.)...
 - b. **If the letter was addressed to anyone other than the Administrator or the Deputy Administrator, the opening sentence should read:** Thank you for your letter of (date) (regarding, concerning, opposing, supporting, about, etc.)...
 - c. **If the letter was addressed to the Administrator, but will be signed by someone else, the opening sentence should read:** Administrator (name) asked me to respond to your letter of (date) (regarding, concerning, opposing, supporting, about, etc.)...
 - d. **If the letter was addressed to the Administrator or Deputy Administrator and cosigned by several congressional members, the opening sentence should read:** Thank you for your letter of (date) on behalf of (constituent's name), cosigned by your congressional colleagues, (regarding, concerning, opposing, supporting, about, etc.)...
 - e. **If the letter was addressed to the Administrator or Deputy Administrator on behalf of someone but will be signed by someone else, the opening sentence should read:** Administrator (name) asked me to respond to your letter of (date) on behalf of (constituent's name) (regarding, concerning, opposing, supporting, about, etc.)...
 - f. **If the letter was addressed to the Administrator or Deputy Administrator on behalf of someone and cosigned by several congressional members but will be signed by someone else, the opening sentence should read:** Administrator (name) asked me to respond to your letter of (date) on behalf of (constituent's name), cosigned by your congressional colleagues, (regarding, concerning, opposing, supporting, about, etc.)...
 - g. **If the letter was addressed to the Secretary and the Administrator but will be signed by someone else, the opening sentence should read:** Secretary (name) and Administrator (name) have asked me to respond to your letter of (date) (regarding, concerning, opposing, supporting, about, etc.)...
 - h. **If separate letters were addressed to the Secretary and the Administrator and will be signed by the Secretary, the opening sentence should read:** Thank you for your letters of (date) to Administrator (name) and me concerning...

- i. **If separate letters were addressed to the Secretary and the Administrator and will be signed by the Administrator, the opening sentence should read:** Thank you for your letters of (date) to Secretary (name) and me (regarding, concerning, opposing, supporting, about, etc.)...
 - j. **If the letter was addressed to the Secretary but will be signed by someone else, the opening sentence should read:** Secretary (name) has asked me to respond to your letter of (date) (regarding, concerning, opposing, supporting, about, etc.)...
 - k. **If an interim response was already sent to the sender of the letter (except for letters signed by the Secretary), the opening sentence should read:** This is in further response to your letter of (date) about (subject)...
 - l. **If a Member of Congress asked for the response to be sent directly to a constituent, the opening sentence should read:** (Member of Congress name) asked the Federal Aviation Administration to respond to your letter of (date) about (subject)...
 - m. **If the letter was addressed to the Assistant Administrator for Government and Industry Affairs but will be signed by someone else, the opening sentence should read:** Thank you for your letter of (date) to (name) (regarding, concerning, opposing, supporting, about, etc.)...
9. Following are suggested closing sentences:
- a. **If the letter is from a Member of Congress and was addressed to the Administrator or Deputy Administrator and signed by either:** If I can be of further help, please contact me or (name), Assistant Administrator for Government and Industry Affairs, at (202) 267-3277.
 - b. **If the letter was addressed to the Assistant Administrator for Government and Industry Affairs:** I trust this information is helpful.
 - c. **If the letter was signed by more than one person, include the following before the closing sentence:** We have sent an identical letter to each of the cosigners of your letter.
 - d. **If the letter is from a Member of Congress and was addressed to a region/center:** If further information is needed, please contact us.

Copy Requirements: Congressional Correspondence

Prepare the following copies when replying to congressional correspondence.

1. **Member of Congress.** If the Member requests the reply be addressed to his or her district office, send a copy of the response and enclosures and a copy of the transmitted correspondence to the Member's Washington Office. On the response of the letter, make a copy notation to the Washington Office (example: cc: Washington Office). If the Member requests the reply go directly to the constituent, send the response to the constituent. On the response of the letter, make a copy notation to the Member (example: cc: Senator [name]).

2. **Grid.** Always include with the grid with a copy of any enclosures and the incoming correspondence.
3. **FAA Executive Secretariat (AOA-3).** Upload a Microsoft Word file of the response into the CCMS draft tab for that control if the Administrator or Deputy Administrator will sign the reply. If the reply is signed at other levels, upload a copy of the response as a scanned Adobe Acrobat (.pdf) file.
4. **OST Executive Secretariat (S-10).** If the reply is signed by S-1 or S-2, e-mail the response to AOA-3. Send a packet through AGI to AOA-3 for review.
5. **OST Intergovernmental Affairs (I-10).** Provide a legible copy with enclosures except transmitted correspondence.
6. **Other Information Copies.** As determined necessary by the action office, provide legible copies for any office, service, region, or center, with a copy of any enclosures and the incoming correspondence.

Chapter 13—Administrator's Correspondence

AOA-3 controls letters for the signature of the Administrator or the Deputy Administrator or letters of special interest to them signed by others.

1. If you need information from a region or center to respond to correspondence designated for the Administrator's signature, the FAA headquarters office of primary interest must get the required information and prepare the final response. Prepare all interim replies to such correspondence for the FAA headquarters office of primary interest and have them signed by the correct Associate or Assistant Administrators, Vice Presidents, or office or service heads.
2. If an office outside the Office of the Administrator signs a letter controlled by AOA-3, upload a scanned Adobe Acrobat (.pdf) copy of the response to CCMS.
3. Prepare initiated letters for the Administrator's signature on Office of the Administrator letterhead, do not use letterhead generated in Microsoft Word. Print the letter on preprinted Office of the Administrator letterhead. Forward a grid and any copies needed for the office that prepared the letter.
4. Do not use an attention line within the address block.
5. Do not use the personal pronoun "I" unless asked by the Administrator's office; this allows an official other than the Administrator to sign the letter without rewriting. The use of the pronoun "we" is allowed.
6. Type the signature block five lines below the complimentary close. Type enclosure notations two lines below the title.
7. Do not show internal copy distribution on originals.
8. Do not staple originals or information copies sent outside the FAA.
9. Attach all voided grids. Return the marked up version of the letter including any notes from the Office of the Administrator or Deputy Administrator.
10. Make sure there are enough spaces for AOA-3, ADA-1, and AOA-2 clearances on the grid.
11. The originating office must keep all information copies for distribution outside the office. Once the signed response is uploaded in CCMS, the originating office should date, signature stamp, and distribute information copies.
12. Detach mail control slips, route slips, and any other material not suitable for the correspondence and keep them in the action office.
13. If a briefing memorandum is necessary, limit it to one page where practicable. Do not repeat the content of the related letter in the briefing memorandum. Give significant background information; reasons for the action proposed; relevant policies, laws, or precedents;

concurrences or views of other officials; and possible alternatives. Briefing memorandums are signed by Associate or Assistant Administrators, Vice Presidents, heads of offices and services, or their deputies or appointed alternates.

Chapter 14—Secretarial Correspondence

Secretarial correspondence includes correspondence prepared by FAA for the signature of the Secretary or Deputy Secretary or correspondence referred to the FAA by the Office of the Secretary of Transportation (OST) for direct reply.

1. The due date for replies to controlled secretarial mail is five working days from the date actioned by S-10, unless the circumstance requires a particular due date. This deadline applies to correspondence prepared for the signature of the Secretary or the Deputy Secretary. It also applies to controlled correspondence referred by OST for direct reply. If the referred correspondence is routine mail and not controlled, S-10 will not assign a due date and it is referred to as sticker mail for appropriate handling.
2. If the due date for controlled correspondence cannot be met, the action office will prepare an interim response within the five-day deadline. The action office signs the interim response if the action required is direct reply by FAA. If the Secretary or Deputy Secretary will sign the final response, the Director of S-10 will sign the interim response. The action office should also provide a separate written justification with the interim on why the deadline of an assigned action can't be met.
3. Use "Sincerely yours" as the complimentary close for the Secretary and Deputy Secretary correspondence. Do not include titles. Type the complimentary close and the name of the Secretary or Deputy Secretary three inches from the left margin of the letter. Type the name of the Secretary or Deputy Secretary five lines below the complimentary close.
4. Indent the beginning of each paragraph .25 inches from the left margin.
5. On congressional correspondence, do not type "Transmitted Correspondence" on the original and do not return constituent correspondence.
6. On initiated correspondence for signature of the Secretary or Deputy Secretary, prepare an action memorandum summarizing the background of the inquiry, action taken, justification, and the recommended course of action.
7. AOA-3 sends all correspondence for the signature of the Secretary or Deputy Secretary through S-10.
8. Use letterhead memorandums for correspondence from the Secretary to the President, draft replies to an Assistant to the President at the White House, and other secretarial communications.
9. Use only 12-point Times New Roman font.
10. Make the margins one inch all the way around.
11. The opening sentence for the Secretary's correspondence should be "Thank you for your letter of (date) regarding..."

12. Write correspondence the Secretary will sign in the first person singular, such as “I have reviewed the...” Where suitable, show a willingness on the Secretary’s part to continue to work toward a resolution.
13. If a congressional letter is two pages or more, the second and subsequent pages should be headed as follows in the left-hand corner:

Page 2

The Honorable (Senator or Congressman’s full name)

(Text should then continue on the third line after the heading)

14. Rather than Department of Transportation, please use “U.S. Department of Transportation.”
15. Use U.S. in front of House of Representatives.
16. Use a closing sentence to remove abrupt or impersonal endings. Use, “If I can provide further information or assistance, please feel free to call me.”
17. When more than one Member of Congress signs a letter, an original response should be prepared for each Member and point out in the letter that each Member received an identical or similar response. Before the closing sentence write, “An identical response has been sent to each cosigner of your letter.”
18. Upload a copy of the hand-signed response as a scanned Adobe Acrobat (.pdf) file for items assigned for signature in offices below the Administrator. AOA-3 will approve the document and notify S-10 that the control is complete.

Action/Information Memorandum to the Secretary Format

(Use Office of the Administrator letterhead.)

(Stamp or type date here when signed.)

ACTION MEMORANDUM TO THE SECRETARY

From: (Administrator's Full Name), Administrator
(Phone ext.)

Prepared by: (Full Name), (Title)
(Phone ext.)

Re: (Subject)

ACTION REQUIRED

State the action or decision you are asking the Secretary to take. (In effect, tell him why he is reading your memorandum.)

SUMMARY

Give a brief description of the subject matter of the memorandum. Please include a brief listing of the consultations you have made in arriving at your recommended action. This should include the clearances obtained within the Department and the Administration and, where applicable, the stakeholders who have been consulted.

BACKGROUND

Describe the background for the decision. Be sure to describe any objections you have received during the consultations you referenced in the Summary section and your responses to them.

RECOMMENDATION

Clearly state the action you are recommending the Secretary take. Close with the following signature/clearance block:

The Secretary

APPROVED: _____

DISAPPROVED: _____

COMMENTS: _____

DATE: _____

(Use Office of the Administrator letterhead.)

(Stamp or type date here when signed.)

INFORMATION MEMORANDUM TO THE SECRETARY

From: (Administrator's Full Name), Administrator
(Phone ext.)

Prepared by: (Full Name), (Title)
(Phone ext.)

Re: (Subject)

SUMMARY

Give a brief description of the subject matter of the memorandum. Where applicable, briefly state any circumstances where it may be important for the Secretary to have this information (for example, an organization may be having a conference in town and its members are concerned, a Member of Congress has expressed great interest in the issue and may raise it with the Secretary, etc.).

BACKGROUND

Body of the memorandum.

FOLLOW-UP

Describe your plans for tracking the issue your memorandum discusses and the time line for any further developments you expect (meaning a recommendation for action that will be made within a given timeframe, the timeframe for any more developments you expect, or discussions you intend to undertake).

The Secretary

REVIEWED: _____

COMMENTS: _____

DATE: _____

Chapter 15—White House Correspondence

White House correspondence is all correspondence sent to or prepared for the signature of the President or White House staff members and all correspondence referred from or controlled by the White House for direct reply requires a response and has a due date.

4. There are two types of White House constituent referral correspondence — hardship casework and bulk issue mail.
 - a. Hardship casework involves individual constituents who are experiencing urgent personal problems and need help. The time limit for reply is five working days from the date controlled by AOA-3.
 - b. Bulk issue mail is constituent correspondence expressing wants, views, and comments on issues or legislation. The time limit for reply is ten working days from the date controlled by AOA-3.
5. If you can't complete the response by the due date for a reply to White House correspondence, you must prepare an interim response that includes the best possible estimate of when you will complete a final reply. The organization that will sign the final response may sign the interim. Provide a copy of the signed original interim response to AOA-3 with the S-10 control number written legibly in the upper right-hand corner.
6. When replying to Presidential mail, do not use the word “referred” or mention the White House as though it were a person. Use the following phrases:
 - a. President (surname) asked me to thank you for ...
 - b. Thank you for your letter of January 1 to President (surname).
 - c. On behalf of President (surname), thank you for...
 - d. President (surname) asked me to respond to your letter of (date) about...
7. When referring to President Bush in the response, use President George W. Bush to distinguish between the present and former President Bush.
8. Upload a copy of the signed response as a scanned Adobe Acrobat (.pdf) file into the draft tab. AOA-3 will approve the document in CCMS and fax, mail, or e-mail a copy of the response to White House personnel. Do not fax, mail, or e-mail copies directly to the White House.

Chapter 16—Coordination

General

Coordination is the procedure by which the action office ensures a coordinated response before presenting for approval or signature. Coordinate outgoing correspondence:

1. as quickly and informally as possible;
2. only with those offices having a substantial interest in the subject matter;
3. during draft stages to avoid revisions of final copy when practicable; and
5. without delay. The urgency of responding will determine the time allowed for coordination. Normally, coordinate these letters within one working day. However, if the urgency of the correspondence dictates, this time may be reduced.

When coordinating correspondence, the following definitions apply:

1. **Concurrence** shows agreement with the response.
2. **Concurrence with Comment** shows agreement with the response, but suggests revision to avoid an incorrect, unresponsive, or misleading statement.
3. **Nonconcurrence** shows disagreement with the response.

To get the necessary concurrences, use the ladder of the grid. Place the writer's office director's routing symbol in the first block and the coordinating offices' routing symbols in the succeeding blocks. Mark internal office coordinations to the left of the main grid. Coordinating officials will legibly write their initials, surname, and date in the correct blocks.

Methods of Coordination

1. **Sequential.** Send the correspondence to one office at a time for signature on the same grid.
2. **Simultaneous.** Send a copy of the correspondence to each coordinating official at the same time. If you coordinate the document in this manner, note that on the ladder of the grid.
3. **E-mail or Facsimile.** In instances where the originating office and the coordinating office are far apart, coordinate by facsimile or e-mail.

Coordination Procedures

1. **Concurrence.** If the correspondence in question is acceptable, the coordinating official will legibly write his or her initial, surname, and the date in the correct block on the ladder of the grid. Quickly send the correspondence to the next coordinating office (or the originating office as appropriate) to meet the deadline date.

2. **Concurrence with Comment.** If the comment proposes a change, clear the comment with the originating office and any previous coordinating offices. The coordinating official should coordinate with the originator by telephone or personal visit to resolve any differences. The originating office will retype the correspondence to incorporate the change. If the comment does not suggest a change in the correspondence but provides more information or is sensitive, attach the comment to the outgoing correspondence and return it to the originating office.
3. **Nonconcurrence.** If possible, resolve disagreements. If they are not resolved, state the differences and reasons on a briefing note and return it with the correspondence to the originating office.
4. **Unresolved Issues.** The originating office should resolve all nonconcurrences and comments made by coordinating offices before transmittal of the correspondence. If you cannot adopt the comments or resolve nonconcurrences, refer the matter to the next level of supervision, preferably with an explanatory summary. The summary should clearly define the comment(s) or nonconcurrence(s) not adopted or resolved and the reasons for nonadoption or nonresolution.

Chapter 17—Correspondence Mail Control

General

Correspondence mail control refers to any system used to record the receipt, location, and disposition of correspondence.

Mail control forms. Figure C shows the form used to control mail.

Criteria for Control

Control correspondence from the following individuals or their staff members:

The President and Vice President

Heads of executive offices of the President

Cabinet officers and heads of independent agencies

U.S. Senators and Congressman

Mayors, State Governors, State Senators, and State Representatives

Foreign equivalents of all the previous

Prominent citizens including leaders in industry, finance, labor, politics, law, education, and research

The Administrator and Deputy Administrator

The Secretary and Deputy Secretary

FAA employees

Time Limits for Replies

Mail or forward the letter to AOA-3 before the time allowed expires.

<u>Document</u>	<u>Time Allowed</u>
Congressionals	10 working days
General Correspondence	
Mail addressed to the Administrator and controlled by AOA-3 with an assigned due date	10 working days
Mail addressed to the Administrator and controlled by AOA-3 for appropriate handling	Appropriate handling
Mail addressed to the Administrator, but not controlled by AOA-3 (Sticker mail)	Appropriate handling
Mail assigned and controlled to a region/center	Assigned due date
Secretary's Mail	To AOA-3 1 day before the OST due date
Mail addressed to the Secretary and forwarded to FAA for a response	
OST Coordination Letters	1 working day
OST or AOA Rewrites	1 working day
	(2-hour turnaround back to LOB Focal Point)
I-10 Controls	10 working days
White House	
Hardship	5 working days
Bulk	10 working days
Interim	Before Due Date

Figure C—Sample of a Control Sheet

**Federal Aviation Administration
Executive Secretariat**

Control number: FAA-051017-006	Action office: AFS-1
Document date: 10/4/2005	Due date: 10/31/2005
Writer: Mel Martinez United States Senate Washington, DC 20510	
Subject: Use of Portable Oxygen Concentrators on board aircraft	

Action: Direct Reply

Date	Action	Action by
10/17/2005	Folder Sent for Draft to Action Office: AFS-1 for 'Direct Reply'.	BDYSON
10/17/2005	DIST: AOA-2,AGI-1,AVS-1,RMC-1,ASO-1	BDYSON
10/17/2005	Updated Folder Information.	BDYSON
10/17/2005	Work Folder Assigned to AFS-1.	BDYSON
10/17/2005	Incoming File Uploaded.	ARWILLIAMS
10/17/2005	Control Number Created.	ARWILLIAMS

Date	Note	Note by
------	------	---------

For more information please contact:
Belinda Dyson, belinda.dyson@faa.gov

Chapter 18—Envelopes and Mailing

Penalty Mail

Don't use envelopes with the return address of the FAA for personal mail. Don't use Business Reply Mail (BRM) for outgoing mail. Don't give BRM to private people or firms for their submission of information or reports required by law; however, business reply envelopes or cards may be enclosed when information needed is mostly of interest to the Government.

Cost

Using the proper-sized envelope will save the cost of a surcharge for using a nonstandard size envelope for the weight of the mail that you are sending.

Envelope

Material

At least 4¼ inches x up to 9½ inches
(letter size)

1 to 5 sheets of letter size
paper folded into thirds

At least 5½ inches x 11 inches
(half size)

5 to 10 sheets of letter size
paper folded in half

9½ inches x 12 inches
(full size)

10 or more sheets of letter size
paper unfolded

1. The USPS considers all envelopes weighing 12 ounces or less to be first-class mail unless it is endorsed at a lower class such as bulk rate.
2. Small parcels and flats (envelopes larger than letter size) and weighing over 12 ounces to be sent first class or given priority service for domestic delivery (within the United States) must be endorsed First Class or Priority.
3. USPS considers unendorsed mail weighing over 12 ounces but less than 16 ounces third class. USPS processes mail weighing 16 ounces or more as fourth class or parcel post unless otherwise endorsed.

Note: If you are uncertain about an article that must be expedited, endorse it First Class or Priority.

Routing Symbols

Use routing symbols for ALL internal and regional/center mail. Failure to provide the correct routing symbol on mail can result in a delay of delivery.

1. Include the routing symbol when providing addresses to correspondents and in response to telephone inquiries.

2. Type or write routing symbols immediately below the return address in the upper left-hand corner of the envelope or mailing label.
3. Include your routing symbol on your business cards since many points of contact use your business card as a point of reference when addressing correspondence to you.

Airmail

Clearly mark the envelope Airmail on both the front and back of the item being mailed outside the United States. Spell out the country of destination completely with the address on the front of the item being sent.

Registered Mail

Registered mail is classified, has a monetary value, or is international mail that needs to have a return receipt (other countries do not recognize certified mail services).

1. Registered numbers are controlled by security and the mailroom.
2. Padded envelopes and window envelopes are prohibited from being sent out in the registered manner. These are not considered to be secure envelopes and, therefore, are unacceptable.
3. Scotch-type tape or other forms of tape other than paper tape cannot be used on the front of the envelope. The postal service will return these items since the official stamps applied during the mailing process will not adhere to the tape.

Express Mail

Use of the contractor designated by the General Services Administration (GSA) is **MANDATORY** and will be used instead of the USPS' Express Mail. Express Mail can only be used when a street address cannot be obtained for the recipient.

Addressing Envelopes for USPS Optical Character Recognition (OCR)

For best service:

1. Capitalize all letters of the address.
2. Remove punctuation. The hyphen is an element in the ZIP+4 Code that consists of a five-digit ZIP Code followed by a hyphen and four digits.
3. Use the common address and State abbreviations.

Remember:

1. Envelopes must be no smaller than 3½ inches by 5 inches.
2. Do not use script writing or artistic type.
3. Make margins uniform.
4. Never put the attention line below the ZIP Code.
5. Put two spaces between the State abbreviation and the ZIP Code.
6. Mail will be delivered to the address immediately above the City/State/ZIP Code line when both a street address and P.O. Box are given.

Address Placement

The entire address should be located within an imaginary rectangle. This area will be the OCR read area on the front of the piece of mail. The format of the boundaries is as follows:

- 1 inch from the left edge
- 1 inch from the right edge
- $\frac{5}{8}$ inch from the bottom edge (bottom line of rectangle)
- 3 inches from the bottom edge (top line of rectangle)

Reference

For more information about mail procedures, see FAA Order 1770.11C, Mail Management Standards and Procedures.

Chapter 19—Stationery and Forms

Stationery

Use stationery as follows:

	<u>First page</u>	<u>Succeeding pages</u>
Original	Letterhead	Plain paper
Information copy or copy of original	Letterhead or copy of original	Plain paper
Official file	Grid	Plain paper
	Plain paper (automated)	Plain paper (automated)
All other copies	Plain paper	Plain paper

Washington Office Stationery

These forms are available from the Department of Transportation warehouse.

WA Form	Name	Unit of Issue
1360-5.1	Letterhead, Office of Administrator	SH
1360-11	Envelope, white, 12 x 16 inches	HD
1360-12	Envelope, white, opaque, 4 ¹ / ₈ x 9 ¹ / ₂ inches	HD
1360-16	Envelope, Kraft, 9 ¹ / ₂ x 12 inches	HD
1360-19	Envelope, Kraft, 10 x 15 inches	HD
1360-21	Envelope, Kraft, 12 x 16 inches	HD
1360-23	Mailing Label, gummed	PD
1360-30	Envelope, white, window, 4 ¹ / ₈ x 9 ¹ / ₂ inches	HD
1360-32	Envelope, white, window, 4 ¹ / ₈ x 10 ³ / ₈ inches	HD
1360-34	Envelope, Business Reply, 3 ⁷ / ₈ x 8 ⁷ / ₈ inches	HD

Field Office Envelopes

These forms that require entry of the local address are available from the FAA Depot through normal supply channels.

FAA Form	Name	Unit of Issue	National Stock Number
1360-3	Envelope, DOT/FAA, white, 4 ¹ / ₈ x 9 ¹ / ₂ inches	BX	0052-00-882-3000
1360-4	Envelope, DOT/FAA, window, 4 ¹ / ₈ x 9 ¹ / ₂ inches	BX	0052-00-890-8000
1360-9	Envelope, DOT/FAA, Kraft, 9 ¹ / ₂ x 12 inches	BX	0052-00-891-0000
1360-11	Envelope, DOT/FAA, Kraft, 12 x 16 inches	BX	0052-00-891-2000
1360-42	Envelope, DOT/FAA, white, Business Reply, 3 ⁷ / ₈ x 8 ⁷ / ₈ inches	BX	0052-00-877-1000

Agencywide Stationery

These forms are available through normal supply channels. Standard/optional forms are also available from local GSA Distribution Centers.

FAA Form	Name	Unit of Issue	National Stock Number
1360-14	Official File Copy	RM	0052-00-052-1002
1360-19	Approval Request Tab (pink signature tab)	PD	0052-00-031-4501
1360-30	Rush Tag (red)	SH	0052-00-890-1000
1360-35	FOIA Backer	SH	0052-00-849-6000
1360-36	Privacy Act Backer	SH	0052-00-856-4000
1360-39	Envelope, For Official Use Only, 9 ¹ / ₂ x 12 inches (1,000 to BX)	BX	0052-00-871-1000
1360-48	Congressional Mail Backer	SH	0052-00-886-6000
1360-50	Administrator's Mail Backer	SH	0052-00-890-5000
1360-51	Background Tab Backer	EA	0052-00-652-7001
1770-5	Mail Control	SE	0052-00-407-5001
1770-6	Priority Mail--Tag	EA	0052-00-602-7001

Informal Communication Forms

Use these forms to save materials and preparation time. The forms, available through normal supply channels, are self-explanatory and may be typed or handwritten.

FAA Form	Name	Unit of Issue	National Stock Number
1360-15	Correspondence Acknowledgment	SH	0052-00-602-5003
1360-16	Transmittal Slip, folding	SH	0052-00-687-0000
1360-17	Route Slip, 4 x 5 ¹ / ₄ inches	PD	0052-00-409-5000
1360-33	Record of Visit, Conference, or Telephone Call	PD	0052-00-045-9001
1360-38	Reminder Memo	PD	0052-00-642-5001
1360-46	Note Pad, general use, DOT/FAA seal, 5 x 8 inches	PD	0052-00-884-6000

Standard/Optional Forms

Standard/optional forms are available from GSA.

SF-14	Telegraphic Message	PD	7540-00-634-3968
SF-63	Memorandum of Call (20 pads to PG)	PG	7540-00-634-4018
OF-41	Routing and Transmittal Slip, 5¼ x 8 inches (10 pads to PG)	PG	7540-00-935-5862

Legend

BX Box	HD Hundred	PG Package	SE Set
EA Each	PD Pad	RM Ream	SH Sheet

Reference

Some forms can be downloaded and printed from the Federal Electronic Document System (FEDS) Web site at: feds.faa.gov.

Appendix A—Plain Substitutes for Wordy Phrases

Instead of	Try
a and/or b.....	a or b, or both
accompany	go with
accomplish	carry out, do
accorded	given
accordingly.....	so
accrue	add, gain
accurate	correct, exact, right
additional.....	added, more, other
address.....	discuss
addressees	you
addressees are requested	(omit)*, please
adequate number of.....	enough
adjacent to	next to
advantageous.....	helpful
adversely impact	hurt, set back
advise on	recommend, tell
afford an opportunity	allow, let
allocate	divide, give
anticipate	expect
a number of	some
apparent.....	clear, plain
appreciable	many
appropriate	(omit)*, proper, right
approximately	about
are required to	must
arrive onboard	arrive
as a means of	to
ascertain	find out, learn
as prescribed by.....	in, under
assist, assistance.....	aid, help
attain.....	meet
attempt.....	try
at the present time	at present, now
be advised.....	(omit)*

* Try leaving out the word or phrase and see if the sentence still makes sense.

Instead of**Try**

benefit	help
by means of	by, with
capability	ability, can
caveat	warning
close proximity	near
combined	joint
commence	begin, start
comply with	follow
component	part
comprise	form, include
concerning	about, on
consequently	so
consolidate	combine, join, merge
constitutes	is, forms, makes up, contains, has
currently	(omit)*, now
deem	believe, consider, think, find
delete	cut, drop
demonstrate	prove, show
depart	leave
designate	appoint, choose, name
desire	want, wish
determine	decide, figure, find
disclose	show
discontinue	drop, stop
disseminate	give, issue, pass, send
due to the fact that	due to, since, because
during such time as	while
during the course of	during
during the period	during, effect
elect	choose, pick
eliminate	cut, drop, end
employ	use
encounter	meet
endeavor	try
enumerate	count
equitable	fair
equivalent	equal
establish	set up, prove, how
evidenced	shown

Instead of**Try**

evident.....	clear
excessive number of.....	too many
exhibit	show
expedite	hasten, speed up
expeditious	fast, quick
expend	spend
expertise	ability, skill
facilitate.....	ease, help
failed to	didn't
feasible	can be done, workable
finalize.....	complete, finish
for a period of.....	for
forfeit.....	give up, lose
for the purpose of.....	for, to
for the reason that.....	because
forward.....	send
frequently	often
function	act, role, work
furnish	give, send
has a requirement for	needs
herein.....	here
heretofore	until now
herewith.....	below, here
however.....	but
identical.....	same
identify	find, name, show
immediately.....	at once
impacted.....	affected, changed
implement	carry out, start
in accordance with	by, following, per, under
in addition	also, besides, too
in an effort to.....	to
inasmuch as	since
in a timely manner	on time, promptly
inception.....	start
incumbent upon.....	must
inform.....	tell
indicate	show, write down
indication.....	sign
initial	first
initiate	start

Instead of**Try**

in lieu of	instead of
in order that	for, so
in order to	to
in regard to	about, concerning, on
inter alia	(omit)*
interface with	meet, work with
interpose no objection	don't object
in the amount of	for
in the event that	if
in the interest of	for
in the near future	shortly, soon
in the process of	(omit)*
in view of	since
in view of the above	so, for this reason
incumbent upon	must
is able to	can
is applicable to	applies to
is authorized to	may
is empowered	may
is in consonance with	agrees with, follows
is responsible for	handles
is unable to	cannot
it appears	seems
it is essential	must, need to
it is requested	please, we or I request
is required to	must
is of the opinion that	believes
limited number	few
limitations	limits
magnitude	size
maintain	keep, support
majority of	most
maximum	greatest, largest, most
methodology	method
minimize	decrease, lessen, reduce
minimum	least, smallest
modify	change
make modifications	make changes
monitor	check, watch
necessitate	cause, need
notify	let know, tell

Instead of**Try**

no later than May 10	by May 10th
not later than 4 p.m.	by 4 p.m.
notwithstanding	in spite of, still
numerous	many
objective	aim, goal
obligate	bind, compel
observe	see
of a technical nature	technical
on a daily basis	daily (weekly or monthly)
on the part of	by
operate	run, use, work
optimum	best, greatest, most
option	choice, way
parameters	limits
participate	take part
perform	do
permit	let
pertaining to	about, of, on
point in time	point, time
portion	part
possess	have, own
practicable	feasible
preclude	prevent
previous	earlier, past
previously	before
prioritize	rank
prior to	before
proceed	do, go ahead, try
procure	buy
proficiency	skill
promulgate	issue, publish
provide	give, offer, say
provided that	if
provides guidance for	guides
purchase	buy
pursuant to	by, following, under
reflect	say, show
regarding	about, of, on
relative to	about, on
relocate	move
remain	stay
remainder	rest

Instead of**Try**

remuneration	pay, payment
render	give, make
represents	is
requests	ask
require	must, need
requirement	need
reside	live
retain	keep
said, some, such	the, this, that
selection	choice
set forth in	in
should it appear that	if
similar to	like
solicit	ask for, request
state-of-the-art	latest
subject	the, this, your
submit	give, send
subsequent	later, next
subsequent to	after
subsequently	after, later, then
substantial	large, much
successfully complete	pass
such that	so
sufficient	enough
take action	(omit)*
task	ask
terminate	end, stop
the manner in which	how
the month of	(omit)*
there are	(omit)*, exist
therefore	so
therein	there
thereof	its, their
the undersigned	I, we
the use of	(omit)*
this office	we
timely	prompt
time period	from _____ to _____
to the effect that	that
transmit	send
under the provisions of	under
until such time as	until
utilize, utilization	use
validate	confirm

Instead of**Try**

viable.....	workable
vice.....	instead of, versus
warrant	call for, permit
whereas	because, since
with reference to	about
with regard to	about
with respect to	about
with the exception of.....	except for
witnessed.....	saw
your office	you

Appendix B—Suggested References

United States Government Printing Office Style Manual: www.gpoaccess.gov/stylemanual/

Chicago Manual of Style: <http://www.chicagomanualofstyle.org>

The Elements of Style, William Strunk and E.B. White: <http://sut1.sut.ac.th/strunk/>

StyleWriter: The Plain English Editor software: <http://www.editorsoftware.com>

Online Dictionaries: <http://www.onelook.com/>

Federal Government Plain Language Web Site: <http://www.plainlanguage.gov/>

Appendix C—Testing Documents

If you are writing a document that will be read and used by many different people, it will pay to test the document before you issue it. Testing can help you make sure your document is clear, and that people understand your meaning. When you issue unclear documents, you waste a lot of resources answering questions and explaining to people what you meant to say.

Focus Groups

Focus groups are small groups of people (usually nine or fewer). Focus groups are very valuable in gathering information about the way people feel about a document. Participants will tell you if they like or dislike something. They will tell you if they think they understand what you are doing. And they may even tell you a better way to do something. However, focus groups do not test the usability of a document or help you learn how well an individual understands what you have written.

Prepare a list of questions in advance. Design them to generate a discussion among the participants about the document they're reviewing. Be objective; don't ask leading questions that will bias the answers. You can use a one-way mirror for observers (usually those with a stake in the project) to watch the participants. This prevents observers' expressions from swaying the participants. You can tape the focus group to allow the moderator to write an accurate final report. You must always ask the participants for permission to tape and to observe them.

Protocol Testing

Protocol testing is an interview technique that tests the usability of a document. These tests will tell you what a reader thinks your document means and can help you determine if the reader is interpreting your message the way you intended.

Protocol testing involves a one-on-one interview with a reader. You should conduct six to nine interviews on each document. Ask the reader to read to a specific cue (usually a dot identifying a stopping point). Each time the reader reaches a cue, ask for an explanation of what the reader just read. If the reader explains the section correctly, you have written it clearly. At the end of the document, ask additional questions, such as:

- What would you do if you received this document?
- Do you think the writer was trying to help you?

Protocol testing is time consuming but is worth the effort if you are using the document for people who are to do something in response or who might call you if they are confused. Tested documents eliminate needless telephone calls and correspondence asking for clarification of the original document and are more likely to produce the result you want.

Appendix D—Current Administrator’s Preferences

Letterhead

The Administrator wants all letters prepared for her signature to be printed on preprinted Office of the Administrator letterhead. Do not use computer-generated letterhead. Ask your correspondence focal points in your line of business to get a supply as needed. Any second or further pages must match the letterhead paper in color and quality.

Style Issues

The following style preferences apply to documents to be signed or reviewed by the Administrator but are also encouraged for use Agencywide. However, you may use the GPO Style Manual.

1. Spell out any number one through ten (including ten) except in a table format. For numbers 11 or more, use the number except if the number begins a sentence. For example, “Eleven employees received awards.” When 2 or more numbers appear in a sentence and 1 of them is 11 or larger, figures are used for each number.
2. Do not use a comma after the year in a date except when a comma would normally be needed for proper grammar in the sentence. For example, in an introductory phrase at the beginning of a sentence, such as “On January 30, 2004, I came to work.”
3. Spell out Federal Aviation Administration when first used but do not put (FAA) after it. Use the FAA throughout the rest of the letter. Always put the word “the” in front of the FAA.

Appendix E—WriteOn

WriteOn is a template system available on the FAA’s Intranet to help employees easily and correctly create letters, memorandums, and other documents. Find WriteOn by going to the employees site at employees.faa.gov and click on “Your Work Tools.” Under “Correspondence and Writing,” click on “WriteOn Template System.” You will have to complete a brief registration form before you use the system.

Appendix F—Forms of Address

Purpose

This appendix provides conventional forms of written address, salutation, and complimentary close for letters (see chapter 11). Use them as shown whenever possible. Use them as patterns for other addresses.

Gender Variations

The title Mr. is often shown in samples where it should be understood that Ms., Miss, or Mrs. would sometimes be applicable. When applicable, substitute the title Madam for Mr. before President, Vice President, Chairman, Secretary, Ambassador, and Minister. Use the title Senator for a female member of the Senate, Congresswoman for a female member of the House of Representatives. When addressing an individual whose sex is not known, use the title M. See also footnotes 16 and 17 on page 18.

Lifetime Titles

A person once addressed as Governor, Judge, General, Honorable, His/Her Excellency, or a similar distinctive title may use the title through his or her lifetime.

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Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
The White House		
President	The President The White House Washington, DC 20500	Dear Mr. President: Respectfully,
Spouse of the President	Mrs. (full name) The White House Washington, DC 20500	Dear Mrs. (surname) Sincerely,
Assistant to the President	The Honorable (full name) Assistant to the President The White House Washington, DC 20500	Dear Mr. (surname): Sincerely,
Former President	The Honorable (full name) (local address) 00000	Dear Mr. (surname): Sincerely,
The Vice President (formal address)	The Vice President United States Senate Washington, DC 20510	Dear Mr. Vice President: Sincerely,
The Vice President (informal address)	The Honorable (full name) The Vice President of the United States Washington, DC 20501	Dear Mr. Vice President: Sincerely,
The Vice President (as President of the Senate)	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr. President: Sincerely,
Former Vice President	The Honorable (full name) (local address) 00000	Dear Mr. (surname): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
The Judiciary		
The Chief Justice	The Chief Justice of the United States The Supreme Court of the United States Washington, DC 20543	Dear Mr. Chief Justice: Sincerely,
Associate Justice	Mr. Justice (surname) The Supreme Court of the United States Washington, DC 20543	Dear Mr. Justice: Sincerely,
Retired Justice	The Honorable (full name) (local address) 00000	Dear Mr. Justice: Sincerely,
Presiding Justice	The Honorable (full name) Presiding Justice (name of court) (local address) 00000	Dear Mr. Justice: Sincerely,
Judge of a Court	The Honorable (full name) Judge of the (name of court; If a U.S. District Court, give district) (local address) 00000	Dear Judge (surname): Sincerely,
Clerk of a Court	Mr. (full name) Clerk of the (name of court; If a U.S. District Court, give district) (local address) 00000	Dear Mr. (surname): Sincerely,
Justice of the Peace	The Honorable (full name) Justice of the Peace (local address) 00000 or Justice of the Peace (name) District (local address) 00000	Dear Judge or Mr. (surname) Sincerely, Dear Sir: Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Constable (or Sheriff)	Mr. (full name), Constable or The Constable of (district) (local address) 00000	Dear Mr. (surname): Dear Sir (Madam): Sincerely,
Lawyer	Mr. (full name) Attorney at Law (local address) 00000 or (full name) Esq. (local address) 00000	Dear Mr. (surname): Sincerely, Dear Mr. (surname): Sincerely,
United States Attorney	The Honorable (full name) United States Attorney (name) District of (State) (local address) 00000	Dear Mr. (surname): Sincerely,

The Congress

Senate

President of the Senate (see Vice President)	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr. President: Sincerely,
President pro tempore	The Honorable (full name) President pro tempore of the Senate Washington, DC 20510	Dear Mr. President: Sincerely,
United States Senator (in Washington, DC)	The Honorable (full name) United States Senate Washington, DC 20510 or	Dear Senator (surname): Sincerely,
(away from Washington, DC)	The Honorable (full name) United States Senator (local address) 00000	Dear Senator (surname): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Senator-elect (in Washington, DC)	The Honorable (full name) Senator-elect United States Senate Washington, DC 20510	Dear Mr. (surname): Sincerely,
(away from Washington, DC)	or The Honorable (full name) United States Senator-elect (local address, if given) 00000	Dear Mr. (surname): Sincerely,
Former Senator	The Honorable (full name) (no title) (local address) 00000	Dear Senator (surname): Sincerely,
Majority Leader or Minority Leader	The Honorable (full name) Majority (or Minority Leader) United States Senate Washington, DC 20510	Dear Senator (surname): Sincerely,
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) United States Senate Washington, DC 20510	Dear Mr. Chairman: Sincerely,
Ranking Member	The Honorable (full name) Ranking Member, Committee on (name) United States Senate Washington, DC 20510	Dear Senator (surname): Sincerely,
Chairman of a Joint Committee	The Honorable (full name) Chairman, Joint Committee on (name) Washington, DC 20510	Dear Mr. Chairman: Sincerely,
Subcommittee Chairman ¹	The Honorable (full name) Chairman, Subcommittee on (name) (name of parent committee) United States Senate Washington, DC 20510	Dear Mr. Chairman: Sincerely,

¹ If the complete address exceeds five lines, omit the name of the parent committee from the letter. However, the complete address should always be included on the envelope.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Secretary of the Senate	The Honorable (full name) Secretary of the Senate Washington, DC 20510	Dear Mr. (surname): Sincerely,
Secretary/Administrative Assistant to a Senator	Mr. (full name) Secretary/Administrative Assistant to the Honorable (full name) Washington, DC 20510	Dear Mr. (surname): Sincerely,
Chaplain of the Senate	The Reverend (full name) Chaplain of the Senate Washington, DC 20510	Dear (title) ² (surname): Sincerely,
Office of a Deceased ³ Senator	Mr. (full name) Administrative Assistant to The late (full name) United States Senate Washington, DC 20510	Dear Mr. (surname): Sincerely,

House of Representatives

Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Washington, DC 20515	Dear Mr. Speaker: Sincerely,
United States Representative (in Washington, DC)	The Honorable (full name) House of Representatives Washington, DC 20515	Dear Congressman (surname): Sincerely,
(away from Washington, DC)	or The Honorable (full name) Member, United States House of Representatives (local address) 00000	Dear Congressman (surname): Sincerely,

² The title is Dr., Mr., etc., as appropriate. The title Reverend is not used with the surname alone but may be used with another title; e.g., Reverend Dr. Smith or Reverend Mr. Smith.

³ See Chapter 12, Page 55 for instructions.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Representative-elect (in Washington, DC)	The Honorable (full name) Representative-elect House of Representatives Washington, DC 20515	Dear Mr. (surname): Sincerely,
(away from Washington, DC)	or The Honorable (full name) Representative-elect (local address, if given) 00000	Dear Mr. (surname): Sincerely,
Former Representative	The Honorable (full name) (local address) 00000	Dear Mr. (surname): Sincerely,
Majority Leader or Minority Leader	The Honorable (full name) Majority (or Minority) Leader House of Representatives Washington, DC 20515	Dear Mr. (surname): Sincerely,
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) House of Representatives Washington, DC 20515	Dear Mr. Chairman: Sincerely,
Subcommittee Chairman ⁴	The Honorable (full name) Chairman, Subcommittee on (name) (name of parent committee) House of Representatives Washington, DC 20515	Dear Mr. Chairman: Sincerely,
Clerk of the House	The Honorable (full name) ⁵ Clerk of the House of Representatives Washington, DC 20515	Dear Mr. (surname): Sincerely,

⁴ See footnote 1 on page 16.

⁵ If the clerk's name is not known, use only the title in the address and Dear Sir or Madam in the salutation.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Chaplain of the House	The Reverend (full name) Chaplain of the House of Representatives Washington, DC 20515	Dear (title) ⁶ (surname): Sincerely,
Office of a Deceased ⁷ Representative	Mr. (full name) Administrative Assistant to the late (full name) House of Representatives Washington, DC 20515	Dear Mr. (surname): Sincerely,
Resident Commissioner	The Honorable (full name) Resident Commissioner from (name of area) House of Representatives Washington, DC 20515	Dear Mr. (surname): Sincerely,
Legislative Agencies		
Comptroller General (head of the General Accounting Office)	The Honorable (full name) Comptroller General of the United States General Accounting Office Washington, DC 20548	Dear Mr. (surname): Sincerely,
Public Printer (head of U.S. Government Printing Office)	The Honorable (full name) Public Printer U.S. Government Printing Office Washington, DC 20401	Dear Mr. (surname): Sincerely,
Librarian of Congress (head of the Library of Congress)	The Honorable (full name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr. (surname): Sincerely,

⁶ See footnote 2 on page 17.

⁷ See Chapter 4, page 55 for more information on this issue.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
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Executive Departments

Member of the Cabinet (addressed as Secretary)	The Honorable (full name) Secretary of (name of Department) ⁸ Washington, DC 00000	Dear Mr. (surname): Sincerely,
Attorney General (head of the Department of Justice)	The Honorable (full name) Attorney General Washington, DC 20530	Dear Mr. Attorney General: Sincerely,
Deputy Secretary of a Department	The Honorable (full name) Deputy Secretary for (name of Department) Washington, DC 00000	Dear Mr. (surname): Sincerely,
Under Secretary of a Department	The Honorable (full name) Under Secretary of (name of Department) Washington, DC 00000	Dear Mr. (surname): Sincerely,
Assistant Secretary of a Department	The Honorable (full name) Assistant Secretary for (name of office) (name of Department) Washington, DC 00000	Dear Mr. (surname): Sincerely,

Independent Organizations

Director of the Office of Management and Budget	The Honorable (full name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr. (surname): Sincerely,
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⁸ Titles for Cabinet Secretaries are: Secretary of Agriculture, Secretary of Commerce, Secretary of Defense, Secretary of Education, Secretary of Energy, Secretary of Health and Human Services, Secretary of the Interior, Secretary of Labor, Secretary of State, Secretary of Transportation, Secretary of the Treasury, Secretary of Homeland Security, Secretary of Veterans Affairs, and Secretary of Housing and Urban Development.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Postmaster General (head of the U.S. Postal Service)	The Honorable (full name) Postmaster General Washington, DC 20260	Dear Mr. Postmaster General: Sincerely,
Head of a Federal Agency, Authority, or Board	The Honorable (full name) (title), (name of agency) Washington, DC 00000	Dear Mr. (surname): Sincerely,
Head of a Major Organization within an Agency (if the official is appointed by the President)	The Honorable (full name) (title) (name of organization) (name of agency) Washington, DC 00000	Dear Mr. (surname): Sincerely,
President of a Commission	The Honorable (full name) President, (name of Commission) Washington, DC 00000	Dear Mr. (surname): Sincerely,
Chairman of a Commission	The Honorable (full name) Chairman, (name of Commission) Washington, DC 00000	Dear Mr. Chairman: Sincerely,
Chairman of a Board	The Honorable (full name) Chairman, (name of Board) Washington, DC 00000	Dear Mr. Chairman: Sincerely,

Other Government Agencies

Commissioner of Internal Revenue	The Honorable (full name) Commissioner of Internal Revenue Department of the Treasury Washington, DC 20224	Dear Mr. (surname): Sincerely,
District Director of Internal Revenue	Mr. (full name) District Director of Internal Revenue (local address) 00000	Dear Mr. (surname): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
International		
American Missions		
American Ambassador	The Honorable (full name) American Ambassador (city), (country)	Sir (Madam): (formal) Very truly yours, Dear Mr. Ambassador: (informal) Sincerely,
American Ambassador (with military rank)	(full rank) (full name) American Ambassador (city), (country)	Sir (Madam): (formal) Very truly yours, Dear Mr. Ambassador: or Dear (rank) (surname): (informal) Sincerely,
Former American Ambassador	The Honorable (full name) (local address) 00000	Dear Mr. Ambassador: Sincerely,
American Minister	The Honorable (full name) American Minister (city), (country)	Sir (Madam): (formal) Very truly yours, Dear Mr. Minister: (informal) Sincerely,
American Minister (with military rank)	(full rank) (full name) American Minister (city), (country)	Sir (Madam): (formal) Very truly yours, Dear Mr. Minister: or Dear (rank) (surname): (informal) Sincerely,
American Consul General or American Consul	(full name) American Consul General (or American Consul) (city), (country)	Dear Mr. (surname): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
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Missions to the United States

Foreign Ambassador in the United States	His (Her) Excellency (full name) Ambassador of (country) (local address) 00000	Excellency: (formal) Very truly yours, Dear Mr. Ambassador: (informal) Sincerely,
Foreign Minister in the United States	The Honorable (full name) Minister of (country) (local address) 00000	Sir (Madam): (formal) Very truly yours, Dear Mr. Minister: (informal) Sincerely,
Foreign Charge d’Affaires in the United States	Mr. (full name) Charge d’Affaires (local address) 00000	Sir (Madam): (formal) Very truly yours, Dear Mr. Charge d’Affaires: (informal) Sincerely,

The Organization of American States

Secretary General of the Organization of American States	The Honorable (full name) Secretary General of the Organization of American States Pan American Union Washington, DC 20006	Sir (Madam): (formal) Very truly yours, Dear Mr. Secretary General: or Dear Mr. (Dr.) (surname): (informal) Sincerely,
Assistant Secretary General of the Organization of American States	The Honorable (full name) Assistant Secretary General of the Organization of American States Pan American Union Washington, DC 20006	Sir (madam): (formal) Very truly yours, Dear Mr. (Dr.) (surname): (informal) Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
United States Representative on the Council of the Organization of American States	The Honorable (full name) United States Representative on the Council of the Organization of American States Department of State Washington, DC 20520	Sir (Madam): (formal) Very truly yours, Dear Mr. (Dr.) (surname): (informal) Sincerely,

United Nations

Communications to the United Nations are addressed to the United States Representative to the United Nations through the Department of State. Exceptions that are sent directly to the United States Representative include those intended for the Economic and Social Council, the Disarmament Commission, the Trusteeship Council, and the delegation to the General Assembly (when it is in session). Subject to exceptions, direct communication with the United Nations is inappropriate. When necessary, the communication should be sent to the Secretary General of the United Nations through the United States Representative by means of a cover letter.

Secretary General of the United Nations	His (Her) Excellency (full name) Secretary General of the United Nations New York, NY 10017	Excellency: (formal) Very truly yours, Dear Mr. Secretary General: (informal) Sincerely,
United States Representative to the United Nations	The Honorable (full name) United States Representative to the United Nations New York, NY 10017	Sir (Madam): (formal) Very truly yours, Dear Mr. (surname): (informal) Sincerely,
Chairman, United States Delegation to the United Nations Military Staff Committee	The Honorable (full name) Chairman, United States Delegation United Nations Military Staff Committee United States Mission to the United Nations New York, NY 10017	Sir (Madam): (formal) Very truly yours, Dear Mr. (surname): (informal) Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Senior Representative of the United States to the General Assembly of the United Nations	The Honorable (full name) Senior Representative of the United States to the General Assembly of the United Nations New York, NY 10017	Sir (Madam): (formal) Very truly yours, Dear Mr. (surname): (informal) Sincerely,
Senior Military Advisor to the United States Delegation to the United Nations General Assembly	(full rank) (full name) Senior Military Advisor United States Delegation to the United Nations General Assembly New York, NY 10017	Dear (rank) (surname): Sincerely,
United States Representative to the Economic and Social Council	The Honorable (full name) United States Representative on the Economic and Social Council of the United Nations New York, NY 10017	Sir (Madam): (formal) Very truly yours, Dear Mr. (surname): (informal) Sincerely,
United States Representative to the United Nations Disarmament Commission	The Honorable (full name) United States Representative on the Disarmament Commission of the United Nations New York, NY 10017	Sir (Madam): (formal) Very truly yours, Dear Mr. (surname): (informal) Sincerely,
United States Representative to the Trusteeship Council	The Honorable (full name) United States Representative on the Trusteeship Council of the United Nations New York, NY 10017	Sir (Madam): (formal) Very truly yours, Dear Mr. (surname): (informal) Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
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State and Local Governments

Governor of a State	The Honorable (full name) Governor of (name of State) (local address) 00000	Dear Governor (surname): Sincerely,
Acting Governor of a State	The Honorable (full name) Acting Governor of (name of State) (local address) 00000	Dear Mr. (surname): Sincerely,
Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (name of State) (local address) 00000	Dear Mr. (surname): Sincerely,
Secretary of State of a State	The Honorable (full name) Secretary of State of (name) of State) (local address) 00000	Dear Mr. Secretary: Sincerely,
Chief Justice of the Supreme Court of a State	The Honorable (full name) Chief Justice Supreme Court of the State of (name) (local address) 00000	Dear Mr. Chief Justice: Sincerely,
Attorney General of a State	The Honorable (full name) Attorney General State of (name) (local address) 00000	Dear Mr. Attorney General: Sincerely,
Treasurer, Comptroller, or Auditor of a State	The Honorable (full name) State Treasurer (Comptroller) (Auditor) State of (name) (local address) 00000	Dear Mr. (surname): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
President of the Senate of a State	The Honorable (full name) President of the Senate of the State of (name) (local address) 00000	Dear Mr. (surname): Sincerely,
State Senator	The Honorable (full name) (name of State) Senate (local address) 00000	Dear Mr. (surname): Sincerely,
Speaker of the House of Representatives or the Assembly or the House of Delegates of a State ⁹	The Honorable (full name) Speaker of the House of Representatives (or Assembly or House of Delegates) of the State of (name) (local address) 00000	Dear Mr. (surname): Sincerely,
State Representative, Assemblyman, or Delegate	The Honorable (full name) (name of State) House of Representatives (or Assembly or House of Delegates) (local address) 00000	Dear Mr. (surname): Sincerely,
Mayor	The Honorable (full name) Mayor of (name of city) (local address) 00000	Dear Mayor (surname): Sincerely,
President of a Board of Commissioners	The Honorable (full name) President, Board of Commissioners of (name of city) (local address) 00000	Dear Mr. (surname): Sincerely,

⁹ In most States, the lower branch of the legislature is the House of Representatives. In some States, such as California and New York, the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature. Its members are classed as senators.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
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Ecclesiastical Organizations¹⁰

Roman Catholic Church

The Pope	His Holiness the Pope Vatican City Italy	Your Holiness: (formal) Sincerely, Most Holy Father: (usual) Sincerely,
Cardinal	His Eminence (Christian name) Cardinal (surname) Archbishop of (province) (local address) 00000	Your Eminence: (formal) Sincerely, Dear Cardinal (surname): (informal) Sincerely,
Archbishop	The Most Reverend (full name) Archbishop of (province) (local address) 0000	Your Excellency: (formal) Sincerely, Dear Archbishop (surname): (informal) Sincerely,
Bishop	The Most Reverend (full name) Bishop of (province) (local address) 0000	Your Excellency: (formal) Sincerely, Dear Bishop (surname): (informal) Sincerely,
Monsignor ¹¹	The Right Reverend Monsignor (full name) (local address) 00000	Right Reverend Monsignor: (formal) Dear Monsignor (surname): (informal) Sincerely,

¹⁰ Additional ecclesiastical information may be found in various current American almanacs.

¹¹ There are two classes of Monsignor: Domestic Prelates are addressed as The Right Reverend and Papal Chamberlains are addressed as The Very Reverend. The Official Directory will give the correct designations. In the absence of definite information, it is always courteous to address any Monsignor as The Right Reverend.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Monsignor ¹²	The Very Reverend Monsignor (full name) (local address) 00000	Very Reverend Monsignor: (formal) Sincerely, Dear Monsignor (surname): (informal) Sincerely,
Priest	The Reverend ¹³ (full name) add initials of order, if any (local address) 00000	Reverend Sir: (formal) Sincerely, Dear Father (surname): (informal) Sincerely,
Superior of a Sisterhood	The Reverend Mother Superior (name of institution) (local address) 00000	Dear Reverend Mother: (formal) Sincerely, Dear Mother (name): (informal) Sincerely,
Sister	Sister (full name) (name of organization) (local address) 00000	Dear Sister (full name): Sincerely,
Superior of a Brotherhood	Brother (name) Superior, (name of institution) (local address) 00000	Dear Brother: Sincerely,
Member of a Brotherhood	Brother (full name) (name of organization) (local address) 00000	Dear Brother (full name): Sincerely,

¹² See footnote 10 on page 28.

¹³ In all cases, The Reverend should not be used with a surname only, such as The Reverend Smith. There must always be an intervening Christian name or initial or a title such as Dr., Mr., Ms., or Professor between The Reverend and the surname.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Protestant Episcopal Church¹⁴		
Bishop	The Right Reverend (full name) Bishop of (name) (local address) 00000	Right Reverend Sir: (formal) Sincerely, Dear Bishop (surname): (informal) Sincerely,
Archdeacon	The Venerable (full name) Archdeacon of (name) (local address) 00000	Venerable Sir: (formal) Sincerely, My Dear Archdeacon (surname): (informal) Sincerely,
Dean	The Very Reverend (full name) Dean of (church) (local address) 00000	Very Reverend Sir: (formal) Sincerely, Dear Dean (surname): (informal) Sincerely,
Canon	The Reverend (full name) Canon of (church) (local address) 00000	Reverend Sir: (formal) Sincerely, My Dear Canon (surname): (informal) Sincerely,
Rector	The Reverend (full name) The Rector of (name) (local address) 00000	Reverend Sir: (formal) Sincerely, Dear Father (surname): (informal) Sincerely,
Priest	The Reverend (full name) (local address) 00000	Reverend Sir: (formal) Sincerely, Dear Father (surname): (informal) Sincerely,

¹⁴ The names of the clergy of the Episcopal Church may be found in the Episcopal Church Annual.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Clergy of Other Denominations		
Methodist Bishop	The Reverend (full name) Methodist Bishop (local address) 00000	Reverend Sir: (formal) Sincerely, Dear Bishop (surname): (informal) Sincerely,
Presbyterian Moderator	The Moderator of (name) (local address) 00000 or The Reverend (full name) Moderator of (name) (local address) 00000	My Dear Mr. Moderator: (formal) Sincerely, Dear (Dr. or Mr.) (surname): (informal) Sincerely,
Rabbi (with doctoral degree)	Rabbi (full name) (local address) 00000	Dear Dr. (surname): or Dear Rabbi (surname): Sincerely,
Rabbi (without doctoral degree)	Rabbi (full name) (local address) 00000	Dear Rabbi (surname): Sincerely,
Mormon President ¹⁵	The President Church of Jesus Christ of Latter Day Saints (local address) 00000	My Dear President: (formal) Sincerely, Dear President (surname): (informal) Sincerely,
Mormon Bishop ¹⁵	Bishop (full name) Church of Jesus Christ of Latter Day Saints (local address) 00000	Sir: (formal) Sincerely, Dear Bishop (surname): (informal) Sincerely,
Mormon Elder ¹⁵	Elder (or Brother) (full name) Church of Jesus Christ of Latter Day Saints (local address) 00000	Dear Elder (surname): Sincerely,

¹⁵ The title Reverend is not used in either the Mormon Church or the Seventh-day Adventist. Mr. may be used for any of their ecclesiastical ranks or preferably Elder for their pastors.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Seventh-Day Adventist President ¹⁶	The President General Conference of Seventh-Day Adventists (local address) 00000	My Dear Mr. President: (formal) Sincerely, Dear President (surname): (informal) Sincerely,
Seventh-Day Adventist Elder ¹⁶	Elder (full name) General Conference of Seventh-Day Adventists (local address) 00000	Dear Elder (surname): Sincerely,
Minister, Pastor, or Rector (with doctoral degree)	The Reverend (full name) (title), (name of church) (local address) 00000	Dear Dr. (surname): Sincerely,
Minister, Pastor, or Rector (without doctoral degree)	The Reverend (full name) (title), (name of church) (local address) 00000	Dear Mr. (surname): Sincerely,
Chaplain (military services)	Chaplain (full name) (rank, service designation) (post office address of organization and station) (local address) 00000	Dear Chaplain (surname): Sincerely,

Educational Institutions¹⁷

President of a University or College (with doctoral degree)	Dr. (full name) President, (name of institution) (local address) 00000	Dear Dr. (surname): Sincerely,
President of a University or College (without doctoral degree)	Mr. (full name) President, (name of institution) (local address) 00000	Dear Mr. (surname): Sincerely,

¹⁶ See footnote 15 on page 31.

¹⁷ The names of the governing officials of American colleges and universities may be found in various current American almanacs.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
President of a Theological Seminary	The Very Reverend (full name) President, (name of institution) (local address) 00000	Dear President (surname): or Dear Dr. (surname): Sincerely,
President of a Religious School (Protestant)	The President of (name of institution) (local address) 00000 or The Reverend (full name) President of (name of institution) (local address) 00000	My Dear Sir (Madam): (formal) Sincerely, Dear Sir (Madam): (informal) Sincerely, or My Dear President (surname): (formal) Sincerely, Dear Dr. (surname): (informal) Sincerely,
Dean of a University or College (with doctoral degree)	Dr. (full name) Dean, School of (name) (name of institution) (local address) 00000	Dear Dr. (surname): Sincerely,
Dean of a University or College (without doctoral degree)	Dean (full name) School of (name) (name of institution) (local address) 00000	Dear Dean (surname): Sincerely,
Professor (with doctoral degree)	Dr. (or Professor) (full name) Department of (name) (name of institution) (local address) 00000	Dear Dr. (surname): or Dear Professor (surname): Sincerely,
Professor (without doctoral degree)	Professor (full name) Department of (name) (name of institution) (local address) 00000	Dear Professor (surname): Sincerely,
Professor in a Theological Seminary	The Reverend Professor (full name) (name of institution) (local address) 00000	Dear Professor (surname): or Dear Dr. (surname): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Associate Professor or Assistant Professor	Mr. (full name) Associate (or Assistant) Professor Department of (name) (name of institution) (local address) 00000	Dear Professor (surname): Sincerely,
Superintendents of Schools (State and local)	The Superintendent of (name) (local address) 00000 or Dr. (Mr. or Ms.) (full name) Superintendent of (name) Schools (local address) 00000	Dear Sir (Madam): Sincerely, or Dear Dr. (Mr. or Ms.) (surname): Sincerely,
Board of Education or Members, Board of Education (State and local)	The Board of Education or Mr. (Ms.) (full name) Member, (location) Board of Education (local address) 00000	Gentlemen: Sincerely, Dear Mr. (Ms.) (surname): Sincerely,
School Board or Member of School Board	The (location) School Board or Mr. (Ms.) (full name) Member, (location) School Board (local address) 00000	Gentlemen: Sincerely, Dear Mr. (Ms.) (surname): Sincerely,
Principal of a School	Mr. (Ms.) (full name) Principal of (school) (local address) 00000	Dear Mr. (Ms.) (surname): Sincerely,
Teacher	Mr. (Ms.) (full name) (school) (local address) 00000	Dear Mr. (Ms.) (surname): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Military¹⁸		
Army, Air Force, Marine Corps		
General, Lieutenant General, Major General, Brigadier General	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear General (surname): Sincerely,
Colonel, Lieutenant Colonel	(same as above)	Dear Colonel (surname): Sincerely,
Major	(same as above)	Dear Major (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
First Lieutenant, Second Lieutenant	(same as above)	Dear Lieutenant (surname): Sincerely,
Chief Warrant Officer, Warrant Officer	(same as above)	Dear Mr. (surname): Sincerely,
Command Sergeant Major, Sergeant Major	(same as above)	Dear Sergeant Major (surname): Sincerely,

¹⁸ Written forms of address are the same for female officers and female enlisted personnel as for their male counterparts. Medical Department personnel are addressed by their military titles, regardless of rank. Chaplains are addressed as Chaplain regardless of grade. The customs of the military in the matter of titles and addresses are followed for National Guard and Reserve officers on active military duty.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Chief Master Sergeant, Senior Master Sergeant, Master Sergeant, Master Gunnery Sergeant, First Sergeant, Gunnery Sergeant, Technical Sergeant, Staff Sergeant, Sergeant First Class, Sergeant	(same as above)	Dear Sergeant (surname): Sincerely,
Corporal, Lance Corporal	(same as above)	Dear Corporal (surname): Sincerely,
Specialist, Classes 4 to 6	(same as above)	Dear Specialist (surname): Sincerely,
Private First Class, Private First Class Marines, Private	(same as above)	Dear Private (surname): Sincerely,
Recruit	(same as above)	Dear Recruit (surname): Sincerely,
Airman First Class, Airman, Basic Airman	(same as above)	Dear Airman (surname): Sincerely,
Retired Officer	(full grade) (full name) (abbreviation of service designation), Retired (local address) 00000	Dear (rank) (surname): Sincerely,
Navy, Coast Guard		
Admiral, Vice Admiral, Rear Admiral (Upper and Lower Half)	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear Admiral (surname): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Captain	(same as above)	Dear Captain (surname): Sincerely,
Commander, Lieutenant Commander	(same as above)	Dear Commander (surname): Sincerely,
Lieutenant, Lieutenant (jg)	(same as above)	Dear Lieutenant (surname): Sincerely,
Ensign, Chief Warrant Officer, Warrant Officer	(same as above)	Dear Ensign (surname): Dear Chief Warrant Officer (surname): Dear Warrant Officer (surname): Sincerely,
Chief Petty Officer	(same as above)	Dear Chief Petty Officer (surname): Sincerely,
Petty Officer First Class, Petty Officer Second Class, and Petty Officer Third Class	(same as above)	Dear Petty Officer (surname): Sincerely,
Seaman, Seaman Apprentice, and Seaman Recruit	(same as above)	Dear Seaman (surname): Sincerely,
Fireman, Fireman Apprentice, and Fireman Recruit	(same as above)	Dear Fireman (surname): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Airman, Airman Apprentice, and Airman Recruit	(same as above)	Dear Airman (surname): Sincerely,
Construction Man, Construction Man Apprentice, Construction Man Recruit	(same as above)	Dear Construction Man (surname): Sincerely,
Hospitalman, Hospitalman Apprentice, Hospitalman Recruit	(same as above)	Dear Hospitalman (surname): Sincerely,
Dentalman, Dentalman Apprentice, Dentalman Recruit	(same as above)	Dear Dentalman (surname): Sincerely,
Stewardsman, Stewardsman Apprentice, Stewardsman Recruit	(same as above)	Dear Stewardsman (surname): Sincerely,
Retired Officer	(full grade) (full name) (abbreviation of service designation), Retired (local address) 00000	Dear (rank) (surname): Sincerely,
Service Academy Members		
Army or Coast Guard--Cadet	Cadet (full name) (service designation) (local address) 00000	Dear Cadet (surname): Sincerely,
Navy--Midshipman	Midshipman (full name) (service designation) (local address) 00000	Dear Midshipman (surname): Sincerely,
Air Force--Air Cadet	Air Cadet (full name) (service designation) (local address) 00000	Dear Air Cadet (surname): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
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Military Mail (Overseas)

Army

Show full grade; full name, including first name and middle name or initial; social security account number; organization; APO number and post office through which the mail is to be routed.

Example:

General Kenneth A. O'Brien, Jr.
300-900-0241
801st Infantry Regt.
APO New York 09801

Air Force

Show full grade; full name, including first name and middle name or initial; social security account number; Postal Service Center (PSC) box number if served by PSC, or organization if not served by PSC (and box number, if appropriate); APO number and the post office through which the mail is to be routed. Examples:

Personnel Served by PSC:

Airman First Class James LaVar Green
FR891-04-1978
PSC Box 913
APO New York 09109

Personnel Served by Unit Mail Room:

Sergeant Montgomery Stanback
FR-801-04-0278
124-24 Elect Instl. Sq., Box 139
APO San Francisco 96274

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Navy and Marine Corps	<p>Show full name, including first name and middle name or initial; rank or rating; service number; shore base organization unit with Navy number, or mobile unit designation or name of ship; and the fleet post office (FPO) through which the mail is to be routed. Examples:</p> <p>Navy:</p> <p>Mary D. Woodard QMSN 680 92 79 USN USS Irvin Wallace (DD 729) FPO San Francisco 96601</p> <p>Mary D. Woodard, AQF-1, 319 04 02USN U.S. Naval Air Facility FPO New York 09521</p> <p>USMC:</p> <p>Major William Lewis, 139042 USMCR Staff, Fleet Marine Force Pacific FPO San Francisco 96602</p> <p>Lieutenant Joseph Woodard, 020478, USMC U.S. Marine Corps Air Facility FPO San Francisco 96672</p> <p>Dependents Residing with Military Personnel:</p> <p>Miss Mary D. Woodard c/o Sergeant Paul L. Woodard, 021-04-1978 Company A, 1st Bn. 16th Inf. APO New York 09036</p>	

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
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Military Mail (Within United States)**Army and Air Force**

Show grade; full name, including first name and middle name or initial; social security account number; organization; military installation, State, and the ZIP Code. Examples:

Personnel Served by PSC:

Sergeant Keith Watkins, FR212-03-1978
PSC Box 1978
Vandenberg AFB, CA 93437

Personnel Served by Unit Mail Room:

Airman First Class Melvin C. Scott, FR 002-04-1978
1 Strat Aerosp Div., Box 107
Vandenberg AFB, CA 93437

Navy and Marine Corps

Show full name, including first name and middle initial; rank or rating; service number; organization; military installation, and the ZIP Code. Examples:

Navy:

Bill Hennessee, SK2, 513 02 64 USN
U.S. Naval Supply Depot
Great Lakes, IL 60088

Marine Corp:

Master Sergeant Bill Hennessee, 0204197 USMC
Headquarters Battalion
Headquarters U.S. Marine Corps
Henderson Hall
Arlington, VA 22214

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
	Dependents Residing with Military Personnel:	
	Master Darrell Hennessee c/o Sergeant William Hennessee, 081-32-1978 Company J. 9th Bn., 9th Inf. Fort Gordon, GA 30905	

Corporations, Companies, and Federations

A Company or Corporation	(name of company or corporation) (local address) 00000	Gentlemen: or Sirs: Sincerely,
A Federation	(name of official) (title), (name or federation) (local address) 00000	Dear Mr. (Ms.) (surname): Sincerely,

Medical¹⁹

Physician	(full name), (appropriate abbreviation) (local address) 00000	Dear Dr. (surname): Sincerely,
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Abbreviations²⁰

C.B.	Bachelor of Surgery
D.O.	Doctor of Osteopathy
D.P.H.	Doctor of Public Health
M.B. (or B.M.)	Bachelor of Medicine
M.D.	Doctor of Medicine
Pod. D.	Doctor of Podiatry

¹⁹ Titles may be used in connection with Dr. except M.D., D.D., or other degree letters that mean Doctor.

²⁰ These abbreviations do not constitute a complete listing but consist of the most frequently used to serve as a guideline. Appropriate abbreviations may be found in a standard dictionary and other reference books available from General Services Administration. Reference should also be made to incoming correspondence, if any, for correct degree letters and titles.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Two Physicians	Drs. (full name) and (full name) (local address) 00000 or Drs. (same surname) (local address) 00000	Dear Drs. (surname) and (surname): Sincerely, or Dear Drs. (surname): Sincerely,
Dentist	(full name), (appropriate abbreviation) (local address) 00000 Abbreviations ²¹ B.D.S. Bachelor of Dental Surgery D.D.S. Doctor of Dental Surgery D.M.D. Doctor of Dental Medicine M.D.S. Master of Dental Surgery	Dear Dr. (surname): Sincerely,
Veterinarian	(full name), (appropriate abbreviation) (local address) 00000 Abbreviations ²¹ B.V.Sc. Bachelor of Veterinary Science D.V.M. Doctor of Veterinary (or V.M.D.) Medicine	Dear Dr. (surname): Sincerely,
Pharmacist	Mr. (full name), (appropriate abbreviation) (local address) 00000 or (full name), (appropriate abbreviation) (local address) 00000	Dear Mr. (surname): Sincerely, or Dear Dr. (surname): Sincerely,

²¹ See footnote 20 on page 31.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
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Abbreviations²²

Phar.B.	Bachelor of Pharmacy
Phar.D.	Doctor of Pharmacy
Phar.M.	Master of Pharmacy
Ph.C.	Pharmaceutical Chemist
R.Ph.	Registered Pharmacist

Nurse	Mr. (full name), (appropriate abbreviation) (local address) 00000	Dear Mr. (surname): Sincerely,
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Abbreviations²²

L.P.N.	Licensed Practical Nurse
P.N.	Practical Nurse
R.N.	Registered Nurse

Other Addresses

Single

A Man	Mr. (full name) (local address) 00000	Dear Sir: Sincerely, or Dear Mr. (surname): Sincerely,
An Unmarried Woman ²³	Ms. (full name) (local address) 00000	Dear Ms. (surname): Sincerely,
A Married Woman ²⁴	Mrs. (full name) (local address) 00000	Dear Mrs. (surname): Sincerely,
Widow	Ms. (given name and surname) (local address) 00000	Dear Ms. (surname): Sincerely,

²² See footnote 20 on page 42.

²³ Use Miss if that is known to be the addressee's preference.

²⁴ Use Ms. with given name and surname if that is known to be the addressee's preference.

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Multiple²⁵		
Two or More Men	Messrs. (surname) and (surname) (local address) 00000 or Mr. (full name) and Mr. (full name) (local address) 00000	Gentlemen: Sincerely, or Dear Mr. (surname) and Mr. (surname): Sincerely,
Two or More Men of the Same Name	Messrs. (given name) and (given name) (surname) (local address) 00000 or The Messrs. (surname) (local address) 00000	Dear Messrs. (surname): Sincerely, or Gentleman: Sincerely,
Two or More Unmarried Women ²⁶	The Mses. (surname) and (local address) 00000 or Miss (full name) and (full name) (local address) 00000	Ladies (or Mesdames): (surname) Sincerely, or Dear Misses (surname) and (surname):
Two or More Women ²⁶	Ms. (full name) and Mrs. (full name) (local address) 00000	Ladies (or Mesdames): Sincerely,

²⁵ A letter to two or more persons may be addressed as illustrated or to only one of them when the latter is mentioned by name in the opening paragraph.

²⁶ When the names of both men and women occur in the inside address, the individual whose name appears first should be addressed first in the salutation.